SCOOP

SUSTAINABLE COOPERATION

Roadmaps to Resilient Societies

Annual Report
Dec. 2018 - Dec. 2019

SCOOP

SUSTAINABLE COOPERATION

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Contents

Program Details

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- **Name**

Sustainable Cooperation – Roadmaps to Resilient Societies (SCOOP).

- **Main objective**

SCOOP is a research and training center dedicated to the interdisciplinary study of sustainable cooperation as a key feature of resilient societies.

- **Participating universities and disciplines**

SCOOP is a joint initiative by the University of Groningen (Strategic Theme Sustainable Society) and Utrecht University (Strategic Theme Institutions for Open Societies), and also involves researchers from VU Amsterdam, Erasmus University Rotterdam and Radboud University Nijmegen. The center connects research groups from sociology, psychology, history, philosophy, public administration, research methods, and statistics.

- **Start and end date**

1 September 2017 – 31 August 2027 with a midterm review in 2021.

- **Funding**

The project is part of the Gravitation program, which is funded by the Dutch Ministry of Education, Culture and Science. The Dutch Research Council (NWO) advises on the selection of teams of researchers.

■ *Grant Code*

NWO 024.003.025

■ *Budget*

€18,8 million divided over two periods:

- 2017 - 2021:   €9.138.651

- 2022 - 2027:   €9.661.349
  (after a positive evaluation in the midterm review)

The HR budget comprises of funding for 50 four-year PhD projects and 5 two-year Postdoc projects, next to 16 co-funded PhD projects and postdoc projects.

- **Commissioner & Project Leader**

  – Commissioner ("Penvoerder") is the Faculty of Behavioural and Social Sciences, University of Groningen.

  – Project Leader is prof. dr. Rafael Wittek, Department of Sociology, Faculty of Behavioural and Social Sciences, University of Groningen.

🧘 Mission & Goals

Mission and Goals What keeps cooperation going?

The launch of the 10-year research and training program Sustainable Cooperation – Roadmaps to Resilient Societies (SCOOP) marks a unique milestone not only for the Social Sciences and Humanities (SSH) in (Dutch) academia, but also for society at large. For the first time in the history of Dutch science policy, a grant of this size has been awarded to a consortium uniting junior and senior scholars from sociology, psychology, social and economic history, philosophy, and statistics.

This award goes way beyond supporting a very large number of innovative research projects. It signals the timeliness and importance of the joint mission that this program tries to achieve.

This mission has at least four main ambitions:

Unraveling the puzzle of sustainable cooperation

In order to understand the conditions for societal resilience, past and present.

Using and refining a common overarching analytical framework

A framework that integrates insights and perspectives from different disciplines.

Training a new generation of transdisciplinary scholars

Bright and passionate minds who are not afraid of crossing disciplinary boundaries, and who will be equipped with the theoretical and methodological tools that are necessary for collaborative problem solving.
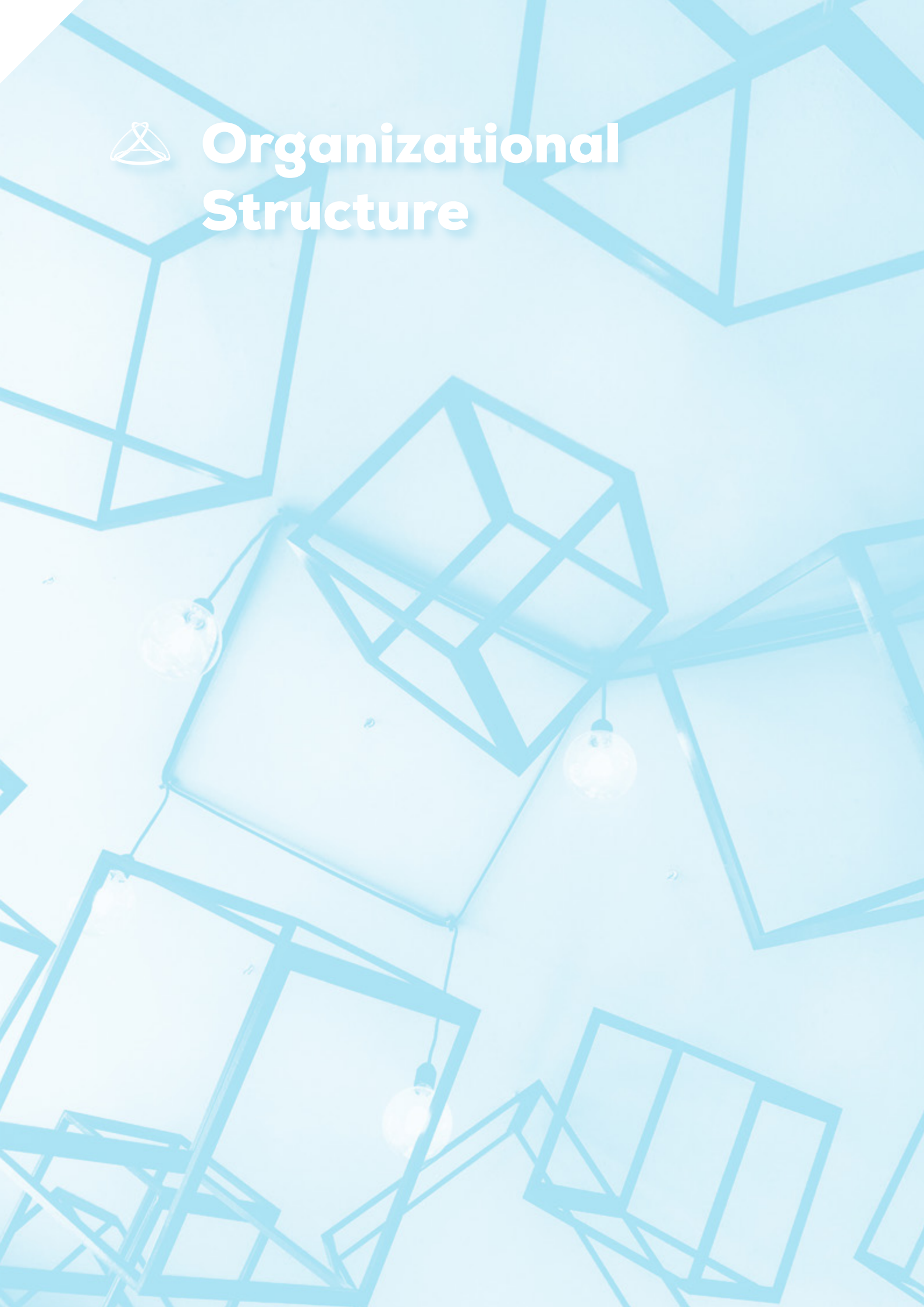
Engaging with society

Among others by fostering the development of evidence-based policies and interventions addressing some of society's most pressing challenges.

Organizational Structure

Organizational Structure

SCOOP board

Six main applicants applied for the program. These six main applicants form the SCOOP board in which all major decisions concerning the planning, finances, coordination, implementation and monitoring of the program are made. The board decides about the following matters, amongst others:

- *Programmatic matters regarding the contents of the program*
- *Financial matters, including the funding of PhD and postdocs projects*
- *Opening of new projects (timing, location and contents)*
- *Recruitment and selection of PhD students and post docs*
- *Contents of the PhD training program*
- *Outreach (conferences, SCOOP publications, etc.)*
- *Data management*

In addition, the board monitors the progress of the program and is responsible for safeguarding coordination of the various projects. The board members meet once every month to discuss the progress and management of the program. See the collaboration agreement for more information on formal governance of the consortium. Board members are:

Prof. dr. Rafael Wittek – *Project leader & scientific director*	**Sociology**	*University of Groningen*
Prof. dr. Naomi Ellemers – *Chair*	**Social Psychology**	*Utrecht University*
Prof. dr. Bas van Bavel	**Social & Economic History**	*Utrecht University*
Prof. dr. Martin van Hees	**Philosophy**	*VU Amsterdam*
Prof. dr. ir. Tanja van der Lippe	**Sociology**	*Utrecht University*
Prof. dr. Russell Spears	**Social Psychology**	*University of Groningen*

See also ***https://www.scoop-program.org/core-group-scoop***

The board is supported by a Secretary to the Board: **dr. Liesbet Heyse.**

■ *International Scientific Advisory Board*

The SCOOP program has an Advisory Board consisting of:

- Prof. Christina Bicchieri (University of Pennsylania)
- Prof. Andreas Diekmann (ETH Zurich)
- Prof. John Dovidio (Yale University)
- Prof. Phyllis Moen (University of Minnesota)
- Prof. Joel Mokyr (Northwestern University)
- Prof. Robert Sampson (Harvard University)

See *https://www.scoop-program.org/advisory-board*

■ *SCOOP members*

There are twelve co-applicants. These form the group of SCOOP members.

Prof. dr. Agnes Akkerman	**Sociology**	*University of Groningen/ Radboud University Nijmegen*
Prof. dr. Mark Bovens	**Public Administration**	*Utrecht University*
Prof. dr. Belle Derks	**Social & Organizational Psychology**	*Utrecht University*
Prof. dr. Pearl Dykstra	**Sociology**	*Erasmus University Rotterdam*
Prof. dr. Andreas Flache	**Sociology**	*University of Groningen*
Prof. dr. Pauline Kleingeld	**Philosophy**	*University of Groningen*
Prof. dr. Tine De Moor	**Social & Economic History**	*Utrecht University*
Prof. dr. Jan-Willem Romeijn	**Philosophy**	*University of Groningen*
Prof. dr. Peer Scheepers	**Sociology**	*Radboud University Nijmegen*
Prof. dr. Linda Steg	**Social Psychology**	*University of Groningen*
Prof. dr. Frank van Tubergen	**Sociology**	*Utrecht University*
Prof. dr. Jan Luiten van Zanden	**Social & Economic History**	*Utrecht University/ University of Groningen*

See also *https://www.scoop-program.org/consortium-members*

◼ *SCOOP Fellows*

SCOOP fellows are colleagues from the research groups of the main applicants (board members) who are not main or co-applicants and who co-supervise PhD or Postdoc projects. Below is an overview of SCOOP fellows:

Prof. dr. ir. Vincent Buskens	*Utrecht*
Dr. Rense Corten	*Utrecht*
Dr. Jacob Dijkstra	*Groningen*
Dr. Francesca Giardini	*Groningen*
Dr. Nina Hansen	*Groningen*
Dr. Liesbet Heyse	*Groningen*
Prof. dr. Frank Hindriks	*Groningen*
Dr. Eva Jaspers	*Utrecht*
Prof. dr. Gerbert Kraaykamp	*Nijmegen*
Prof. dr. Marco van Leeuwen	*Utrecht*
Dr. Zoltán Lippényi	*Groningen*
Prof. dr. Marcel Lubbers	*Nijmegen*
Dr. Michael Maes	*Groningen*
Prof. dr. Sabine Otten	*Groningen*
Prof. dr. Anne-Rigt Poortman	*Utrecht*
Prof. dr. Maarten Prak	*Utrecht*
Prof. dr. Arnout van de Rijt	*Utrecht*
Dr. Tobias Stark	*Utrecht*
Prof. dr. Ellen Verbakel	*Nijmegen*
Prof. dr. Maykel Verkuyten	*Utrecht*
Dr. Gerarda Westerhuis	*Utrecht*
Prof. dr. Martijn v. Zomeren	*Groningen*

See also *https://www.scoop-program.org/fellows*

◼ *Office*

The SCOOP office is located in Groningen at the Department of Sociology in the Faculty of Behavioural and Social Sciences.

See also *https://www.scoop-program.org/contacts*

The SCOOP office consists of a:

- *Scientific director (0,2 fte)*
  Prof. dr. Rafael Wittek – Department of Sociology – University of Groningen

  The Scientific Director is responsible for the day-to-day management of the program.

- *Secretary to the SCOOP Board (0,4 fte)*
  Dr. Liesbet Heyse – Department of Sociology – University of Groningen

  The secretary to the board supports the SCOOP board and assists the project leader with the daily management and implementation of the SCOOP program.

- *Secretary (1,0 fte)*
  Saskia Simon – Department of Sociology – University of Groningen

  The SCOOP secretary assists the project leader and secretary to the board with the daily implementation of the SCOOP program.

- *Project controller*
  Karin Lagerwaard (until 1/4/2019) – Faculty of Behavioural and Social Sciences – University of Groningen

  Jessica Wolter (as of 1/4/2019) - Faculty of Behavioural and Social Sciences – University of Groningen

- *PhD training coordinator*
  Dr. Geetha Reddy – Department of Sociology – University of Groningen

  The PhD training coordinator assists and supports the SCOOP board with the design and implementation of the SCOOP PhD training program.

Program History
2017 – 2019

SCOOP Sustainable Cooperation – Roadmaps to Resilient Societies

Program History 2017 - 2019

- **2012**

  - The initiative was taken to gather a group of researchers from the humanities and social sciences to brainstorm about a Gravitation application about sustainable cooperation.

- **2017**

  - SCOOP was awarded a Gravitation grant of 18.8 million euro by the Dutch Government in the spring of 2017 to pursue its research agenda into sustainable cooperation.

  - In September 2017, the program formally became operational and six PhD projects started. Three co- funded PhD projects had already started.

- **2018**

  - In 2018 two selection rounds for PhD projects were held, leading to the hiring of five PhD students in the first round, and eight in the second.

  - On September 1, Liesbet Heyse succeeded secretary to the SCOOP Board Rie Bosman.

  - The first PhD Training Day was held on October 5, 2018, in Groningen, in combination with a meeting of the whole SCOOP consortium.

  - By the end of December 2018, 25 SCOOP PhD projects had started or were about to start, next to 3 Postdoc projects, 28 projects in total.

- **2019**

  - Five new PhD students were hired for the following projects:

    Nick Wuestenenk
    Project 6.5 - Informal Social Networks and Organizational Inclusion: The Invisible Minority's Dilemma.
    Work Package Inclusion – Challenge 'Dealing with Diversity'.
    Supervisors: Frank van Tubergen (Sociology, Utrecht University), Naomi Ellemers (Psychology, Utrecht University).
    Co-supervisor: Tobias Stark (Sociology, Utrecht University).

Sofie Wiersma
Project 8.2 - Flexible employment in 21st century workplaces.
Work Package Work – Challenge 'Reconfiguring Roles and Relations'.
Supervisors: Rafael Wittek (Sociology, University of Groningen), Marco van Leeuwen (Sociology & Social History, Utrecht University).
Co-supervisor: Zoltán Lippényi (Sociology, University of Groningen).

Hendrik Siebe
Project 12.1 - Decision Making and Responsibility Allocation.
Work Package Synthesis – Challenge 'Shared Responsibility'.
Supervisors: Jan-Willem Romeijn (Philosophy, University of Groningen) and Andreas Flache (Sociology, University of Groningen).

Francisca Wals
Project 12.2 - Degrees of Moral Responsibility.
Work Package Synthesis – Challenge 'Shared Responsibility'.
Supervisors: Martin van Hees (Philosophy, VU Amsterdam) and Rafael Wittek (Sociology, University of Groningen).

Suzanne Jacobi
Project 12.3 - Methods of Justification and the Role of Moral Theory in Bioethics.
Work Package Synthesis – Challenge 'Shared Responsibility'.
Supervisor: Pauline Kleingeld (Philosophy, University of Groningen).

- There were **six PhD Training Days:**

DATE	TOPIC	COORDINATOR
January 17	**Sustainable Cooperation I: Stability**	*Rafael Wittek*
February 8	**Sustainable Cooperation II: Ideals & Values**	*Martin van Hees*
March 22	**Sustainable Cooperation III: Institutional and Behavioral Explanations – The State of the Art**	*Naomi Ellemers*
May 16	**Resilience in Work, Care and Inclusion: Transdisciplinary Diagnoses**	*Tanja van der Lippe*
May 22	**Crossing Disciplinary Boundaries: Conceptual, Methodological and Practical Issues**	*Jan-Willem Romeijn*
December 5	**Meso-level Governance**	*Tine De Moor*

- The **first SCOOP conference** was held on August 28-30, 2019, at the location of ISVW in Leusden, the Netherlands, titled 'Perspectives on Sustainable Cooperation', with about 60 SCOOP colleagues attending.

- On October 2, 2019, SCOOP Board member **Bas van Bavel was awarded the NWO Spinoza prize** of 2.5 million euros.

- By the end of December 2019, there were **25 ongoing SCOOP PhD projects, next to 1 Postdoc project, 26 projects in total**. In addition, 2 SCOOP postdocs – Susie Wang and Berry van den Berg - finished their shared project 'Resilience on the Crossroads' and Melissa Vink – a former SCOOP PhD student – started working as a postdoctoral researcher at Utrecht University.

■ ***2019 Highlight:*** **The first SCOOP conference**

'Perspectives on Sustainable Cooperation'

Group picture © EVELEENS FOTOGRAFIE

The first SCOOP conference was held on August 28-30, 2019, at the location of ISVW in Leusden, the Netherlands, titled 'Perspectives on Sustainable Cooperation', with about 60 SCOOP colleagues attending.

Three guest speakers gave parallel Masterclasses to the PhD students as well as a keynote to conference.

- ***Masterclasses***

Joel Mokyr (Robert H. Strotz Professor, Department of Economics, Northwestern University, USA) discussed the topic of Mixed Economies and the Rise of the Welfare State.

Prof. Joel Mokyr © EVELEENS FOTOGRAFIE

Andreas Diekmann (ETH, Department of Humanities, Social and Political Science, Zurich, Switzerland) talked about the theme of Sustainability and Cooperation.

Prof. Andreas Diekmann © EVELEENS FOTOGRAFIE

Colin Leach (Professor of Psychology, Columbia University, USA) addressed the relation between Emotions and Cooperation.

Prof. Colin Leach © EVELEENS FOTOGRAFIE

- ***Keynotes***

Prof. Ton Wilthagen © Aliona Ignatieva

After the Masterclasses, **Joel Mokyr gave the keynote** with the title Institutions, Culture & the Origins of the Industrial Revolution in Europe. Other **invited lectures** comprised **Colin Leach** talking on emotions and cooperation, **Andreas Diekmann** on sustainability and cooperation, and **Pauline Westerman** (Philosopher of Law, University of Groningen, the Netherlands) on the difference between law and regulation. **Ton Wilthagen** (Professor in Institutional and Legal Aspects of the Labour Market at Tilburg University, the Netherlands & (co)Leader Tilburg University IMPACT Program) shared his view on and experience with transdisciplinarity.

In addition, **parallel work sessions** were held in which SCOOP PhD students, postdocs and seniors discussed the ongoing projects in the various work packages (Care, Work, Inclusion and Synthesis) and their relationship to the overall SCOOP program.

All presentations related to the various levels in **the SCOOP framework**: at the micro level, Colin Leach addressed cognitive processes related to cooperative behavior and Andreas Diekmann discussed what might affect individuals to change their behavior for the benefit of the environment. Other speakers emphasized the importance of institutions: Joel Mokyr showed the importance of institutions in fostering cooperation that sparked the industrial revolution and Pauline Westerman explained how different structures in legal rules either impede or promote cooperation.

Prof. Pauline Westerman ©Aliona Ignatieva

The presentations were recorded by Erik Heuvelink and can be viewed via **_Videos Conference 2019_**.

Erik Heuvelink Film ©EVELEENS FOTOGRAFIE

Program Facts & Figures

Program Facts & Figures

The SCOOP program is structured along four work packages and three types of external threats to sustainable cooperation (see table 1).

A resilient society is characterized by its ability to sustain cooperation over time and through changing circumstances. Societal resilience is subject to different threats.

1 **First**, **external shocks** – *such as natural disasters or mass migration – may test the ability of existing arrangements and institutions to organize cooperation.*

2 **Second**, **negative spillover** *effects occur when one form of cooperation is achieved at the expense of others (as when work commitments reduce provision of informal care).*

3 **Third**, *optimizing short-term cooperation goals can elicit self-defeating* **feedback cycles** *that destroy cooperation over time. This gravitation program will develop concrete solutions to address these three sustainability threats.*

The key to societal resilience is **sustainable cooperation**. Cooperation, or the joint production of mutual benefits, is fundamental for human societies to function and flourish. However, cooperation can be vulnerable due to changing circumstances, or diverging needs and interests. The puzzle of cooperation itself is so confounding that in 2005 the journal Science placed it atop its list of the most compelling scientific questions to be solved.

The main aim of the SCOOP program is to understand the conditions under which cooperation is developed and sustained over time, despite changing circumstances.

This understanding can be found in key domains where cooperation takes place: in f**amilies, communities, and organizations**.

To overcome the limitations of prior research, this program is organized in **four multidisciplinary work packages** (WPs). These break with the tradition to focus on a single domain of cooperation at a time because interventions that secure cooperation sustainability need to take into account the implications that they have for cooperation in other domains.

Work Packages

WP1 ❯ targets solutions for **care** that go beyond the tradition of seeking these in the family domain alone.

WP2 ❯ focuses on solutions for **inclusion** that incorporate characteristics of different communities as well as how these are affected by and impact on families and work organizations.

WP3 ❯ identifies solutions for **work** typically found in the organizational domain, but also considers the ways in which families and communities can contribute to such solutions.

WP4 ❯ specifies and extends the SCOOP approach, which both feeds and draws on the solutions WPs (WP1- 3). It also integrates the resulting insights with basic research and **theory synthesis and formation**.

	External Shocks	Spillovers	Feedbacks
WP1: Care (4 projects)	**1:** Reshaping Care	**2:** Facilitating Work-Life Balance (4)	**3:** Creating Caring Communities
WP2: Inclusion (6 projects)	**4:** Accommodating Newcomers (3)	**5:** Connecting Communities (1)	**6:** Dealing with Diversity (2)
WP3: Work (7 projects)	**7:** Reshaping Organizational Forms (2)	**8:** Reconfiguring Roles & Relations (2)	**9:** Reconciling Stakeholder Interests (3)
WP4: Theory Synthesis (11 projects)	**10:** Network Co-Evolution (2)	**11:** Identity Flexibility (5)	**12:** Shared Responsibility (4)

Table 1: *The structure of the SCOOP research program*

Note: *The numbers in brackets represent the number of projects per work package and challenge*

Work package:	Care	Inclusion	Work	Theory synthesis
No. of projects	4 1 co-funded project at Utrecht University (completed)	6 3 co-funded projects at University of Groningen	7 2 co-funded projects at University of Groningen	11 3 post docs 5 co-funded projects at University of Groningen
Challenge (no. of projects)	Facilitating Work-Balance (4)	Accommodating Newcomers (3) Connecting Communities (1) Dealing with Diversity (2)	Reshaping Organizational Forms (2) Reconfiguring roles & responsibilities (2) Reconciling stakeholder interests (3)	Network co-evolution (2) Identity Flexiblity (5) Shared responsibility (4)
Locations (no. of projects)	Utrecht University (3) Radboud University Nijmegen (1)	Utrecht University (3) University of Groningen (3)	Utrecht University (4) University of Groningen (3)	Utrecht University (1) University of Groningen (10)
Interdisciplinarity (no of projects)	Psychology & Sociology & Philosophy (1) Sociology & Philosophy (1) Sociology & Psychology (1) Psychology, Sociology (1)	Psychology & History (1) Sociology & Psychology (5)	Sociology & Psychology (1) History & Sociology (1) History & Psychology (1)* Psychology & Philosophy (1) Sociology & Other (2) Sociology & History (1)	Philosophy & Sociology (1) Sociology & Psychology (2) Psychology & Sociology (3) Philosophy & Sociology (2) Philosophy (1) Sociology (2)

Table 2: *Overview of Current Projects per Work Package (Per January 29, 2020)*

Table 2 presents an overview of the projects divided by work packages, challenges, location and interdisciplinarity. In these projects, 13 male and 15 female researchers are employed. There are 27 European researchers and 1 researcher from Southern Asia.

See also **https://www.scoop-program.org/program-projects**

PhD Training Program

PhD Training Program

One of the components of the SCOOP initiative consists in designing and implementing a transdisciplinary training program for PhD candidates. All SCOOP PhD students follow the SCOOP PhD training program as part of their overall PhD training.

◼ *Aims and format of the program*

Transdisciplinarity strives for interdisciplinary problem solving through collaboration between different academic disciplines and societal stakeholders. The program is designed to be complementary to the disciplinary training trajectories followed by each SCOOP PhD candidate.

The core format of each course will be Training Days taking place at one of the SCOOP locations. We envision 13 of such Training Days, spread over the period of a PhD trajectory. For each training day, PhD students are expected to prepare assignments in advance and to reflect afterwards on each course day in relation to their project.

◼ *ECTS and course overview*

The SCOOP Transdisciplinary PhD Program is a 3 year 7.5 ECTs (13 workshops) program that forms part of the 4 year SCOOP PhD research studentship. This program is being developed for all PhD students of the SCOOP consortium. The program will facilitate the development of uniquely skilled transdisciplinary researchers who are well equipped to continue and innovate research that addresses complex, pressing social issues of not only today, but also tomorrow. This program is an essential part of the SCOOP PhD student's trajectory and requires the support of our SCOOP senior colleagues for a successful implementation. The SCOOP TDPP consists of three courses that roughly corresponds to the year of the PhD research studentship.

COURSE 1 (year 1): The SCOOP Approach
This course gives a general overview over the SCOOP approach and consists of five course days. The emphasis of each course day is to give general overviews over the key pillars of the SCOOP analytical framework. The course focuses on developing students' understanding of:

- the core concepts of stability (day 1) and value creation (day 2)
- institutional and behavioral theories (day 3)
- policy domains of work, care and inclusion (day 4)
- how interoperability can take place within transdisciplinary diagnoses (day 5)

COURSE 2 (year 2): SCOOP Analysis and Applications

This course consists of four workshops, including a Master Class. This course provides an analytical strategy to bridge the macro-micro divide in models of sustainable cooperation, and illustrates how this strategy can be applied to the transdisciplinary study of resilience problems in the policy domains of work, care, and inclusion.

COURSE 3 (year 2/3): Transdisciplinarity in Practice

This consists of four workshops. It addresses problems and strategies related to data collection in transdisciplinary contexts. The course concludes with a session on transdisciplinary synthesis, during which insights and problems generated during the first SCOOP cycle are inventoried, structured, and general conclusions are drawn about the strengths and weaknesses of the SCOOP framework and its components.

SCOOP plenary events

In addition to the three courses, PhD students will attend three SCOOP plenary events during the course of their PhD trajectory, such as a SCOOP symposium or workshop.

Teaching Team

The SCOOP team taking the lead in developing this course, in close cooperation with the SCOOP board, are Geetha Reddy (co-ordinator), Russell Spears, and Rafael Wittek. The team is supported by dr. Ellen Jansen, an expert on didactics of higher education at the Faculty of Behavioural and Social Sciences, University of Groningen.

The course development is part of a generous teaching innovation grant awarded to SCOOP by UG's Faculty of Behavioural and Social Sciences, and also involves the creation of a Professional Learning Community on Teaching in Transdisciplinary Contexts.

For background information, check out the SCOOP website, and Geetha Reddy's trailer.

Picture Fac. BSS, University of Groningen

Communication and Outreach

Communication & Outreach

■ *Website*

SCOOP communicates externally via the website (**www.scoop-program.org**) and via the dossier at *Sociale Vraagstukken* (see below).
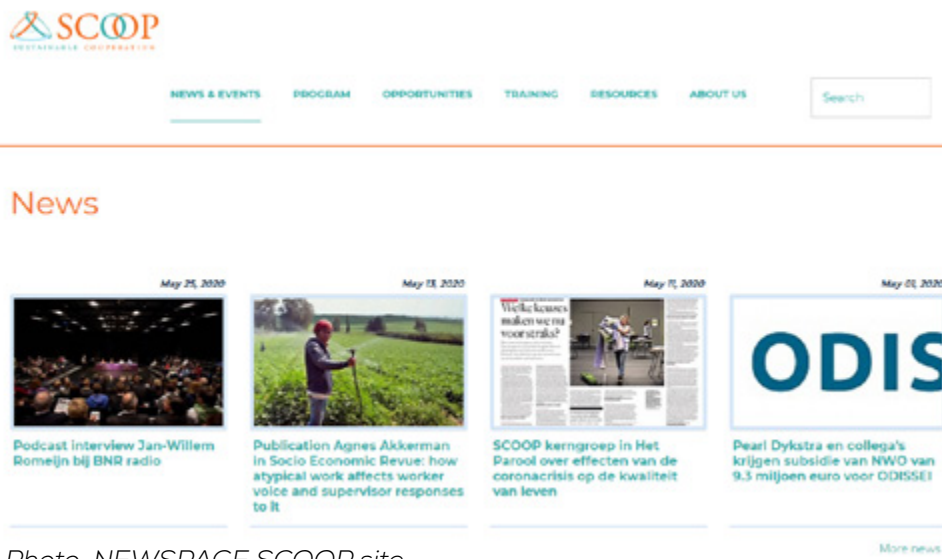
Photo: NEWSPAGE _SCOOP site_

■ *Newsletter*

SCOOP communicates internally via a quarterly Newsletter as well as news updates via email with the aim to share the most important board decisions. Target audiences for these communications are SCOOP members, SCOOP fellows, deans and managing directors of involved faculties, as well as managers and controllers of involved departments. In 2019 three SCOOP Newsletters were published.

Photo: SCOOP Newsletter

■ *Documentary*

Professional director Erik Heuvelink and his film crew follow SCOOP from its start. The purpose of the resulting documentaries is to highlight the research program's key scientific puzzles, to illustrate the challenges of setting up a large-scale transdisciplinary research program to solve these puzzles, and to make the program's discoveries accessible to a wider audience.

■ *Dossier at Sociale Vraagstukken*

SCOOP academics regularly contribute to Sociale Vraagstukken, a Dutch website at which researchers, academics and experts publish and discuss about societal issues. SCOOP has a special section on the website where you can find contributions of SCOOP academics.

Photo: socialevraagstukken.nl

In 2017-2019 12 contributions to the Dossier were written with a total of 48.459 views (reference date: 31 January 2020).

Author	Article Title	Views	Publication Date
Russell Spears	*Internet en social media zijn ook een verbindende factor*	*2.204*	*28 October 2019*
Belle Derks, Tamar Saguy	*Rolbevestigende speelgoedmarketing houdt meisjes weg van techniek*	*3.757*	*11 October 2019*
Frank van Tubergen	*Waarom denken we dat Turken en Marokkanen religieuzer zijn dan hun ouders?*	*4.628*	*5 July 2019*
Naomi Ellemers	*Probeer irrationaliteit toch te begrijpen*	*1.762*	*26 April 2019*
Jan-Willem Romeijn, Remco Heesen, Hendrik Siebe	*Laat het oor niet hangen naar een televisiepresentator*	*915*	*27 February 2019*
Belle Derks, Melissa Vink, Lianne Aarntzen, Larisa Riedijk	*De keuze van vrouwen voor deeltijd is minder vrij dan we denken*	*20.326*	*23 November 2018*
Martin van Hees	*Morele blikvernauwing ontneemt zicht op ongelijkheid*	*1.943*	*3 September 2018*
Lauren Antonides, Charlotte Witte, Tine De Moor	*Alleen inspraak organiseren is niet meer genoeg*	*2.390*	*25 July 2018*
Naomi Ellemers, Rafael Wittek	*Werknemers op de nullijn? Dan de hoogste baas ook*	*975*	*26 juni 2018*
Tanja van der Lippe	*Pas op: straks lopen collega's niet meer bij elkaar binnen*	*1.411*	*1 June 2018*
Bas van Bavel	*Onze poldertraditie is aan herwaardering toe – juist nu*	*1.870*	*23 February 2018*
Naomi Ellemers	*Diversiteit op de werkvloer heeft pas meerwaarde als verschil er mag zijn*	*6.278*	*26 January 2018*
Total number of views		**48.459**	

Table 3: *Overview of contributions to SCOOP dossier Sociale Vraagstukken*

■ *Other societal output in 2019*

- **VIDEOS**

SCOOP introduction video

- **LECTURE**

On Tuesday, December 17, 2019, Bas van Bavel held a public lecture in Groningen about **Markets, inequality and well-being: new historical approaches. This lecture was organized by SCOOP in cooperation with** Sustainable Society (University of Groningen).

- **COLUMNS, OPINION PIECES ETC.**

Naomi Ellemers (SCOOP board member) wrote 12 columns in the Dutch newspaper Het Financieele Dagblad:

– *Meer vrouwen in de top maakt mannelijke bestuurders bewuster van maatschappelijke thema's.*
– *Excuses van bestuurders hebben alleen effect als ze kritisch kijken naar eigen rol.*
– *Effectieve leiders roepen niet alleen schuld en schaamte op.*
– *Een 'verziekte' organisatiecultuur is een cultuur waarbij belangrijke bedrijfsdoelen niet in balans zijn.*

- _Internationale ervaring bevordert creativiteit op het werk._
- _Quota helpen ons stereotype wereldbeeld de wereld uit._
- _Complexe onderhandelingen, zoals over pensioenen, zijn niet op te lossen met één strategie._
- _Verstandige bestuurders weten dat macht een mens verandert._
- _Maatschappelijk verantwoord ondernemen moet door het hele bedrijf worden gedragen._
- _Neem de boze burgers serieus en zoek naar werkelijke oorzaken achter hun boosheid._
- _Vertrouwen van werknemers is kostbaar goed dat menige werkgever keer op keer blijft beschamen._
- _Bonussen en andere prestatieprikkels zijn geen goede gewoonte._

- ### PROFESSIONAL PUBLICATIONS

  - **Bavel, B. van,** Hardeman. S., & Rijpma, R. 2019. _**Vervolgstappen voor integrale welvaartsmeting**_. _Economisch-Statistische Berichten 104_ (4772S): 22-25.

  - Bol, T., Vaan, M. de, & **Rijt, A. van de.** 2019. _**Winnaarseffect bij NWO niet alleen verklaard door aanvragen**_. _Economisch-Statistische Berichten 104_ (4776): 379.

  - **Moor, T. De.** 2019. _**Over oude burgercollectieven en burgercollectieven door en voor ouderen**_. _Gerōn 21_ (3).

  - **Prak, M. R.** 2019. _**Stadsburgers - stedelijk burgerschap voor de Franse Revolutie**_. Amsterdam: _Prometheus_.

  - Velde, K. van de, Holemans, D., & **Moor, T. De.** 2019. _**Wanneer burgers samen het heft in handen nemen (deel 1): Burgercollectieven opgericht in 2015 en 2016 van naderbij bekeken.**_ _Oikos 90_ (2): 66-87.

Scientific Output

■ ***Videos***

- ***Videos SCOOP conference 2019***

■ ***SCOOP-funded scientific output in 2019***

Below we list publications of SCOOP participants that are the direct product of SCOOP-funded projects:

- **Rengers, J. M., Heyse, L., Otten, S., & Wittek, R. P. M.** 2019. *"It's Not Always Possible to Live Your Life Openly or Honestly in the Same Way" - Workplace Inclusion of Lesbian and Gay Humanitarian Aid Workers in Doctors Without Borders. Frontiers in Psychology 10*: 320

- Scheepers, D. T., & **Ellemers, N.** 2019. *Social identity theory.* In K. Sassenberg & M. Vliek (Eds.), *Social psychology at work: Evidence based interventions from theory to practice* (129-143). New York: Springer.

- Scheepers, D. T., & **Ellemers, N.** 2019. *Status stress: Explaining defensiveness in members of dominant groups.* In J. Jetten & K.Peters (Eds.), *The social psychology of inequality* (267-288). Berlin: Springer.

■ ***SCOOP-related scientific output in 2019***

Below we list publications of SCOOP participants that relate to the research questions and themes in the SCOOP project:

- Aarntzen, L., **Derks, B.**, Steenbergen, E. van, Ryan, M., & **Lippe, T. van der.** 2019. *Work-family guilt as a straightjacket - An interview and diary study on consequences of mothers' work-family guilt. Journal of Vocational Behavior 115*.

- Balunde, A., Perlaviciute, G., & **Steg, L.** 2019. *The Relationship Between People's Environmental Considerations and Pro-environmental Behavior in Lithuania. Frontiers in Psychology 10*: 3389.

- Berning, C. C., **Lubbers, M.**, & Schlüter, E. 2019. *Media attention and radical right-wing populist party sympathy: Longitudinal evidence from the Netherlands. International Journal of Public Opinion Research 31*(1): 93-120.

- Betkó, J. G., Spierings, N., Gesthuizen, M. J. W., & **Scheepers, P. L. H.** 2019. ***The who and the why? Selection bias in an unconditional basic income inspired social assistance experiment.*** In L. Delsen (Ed.), *Empirical research on an unconditional basic income in Europe* (139-170). Springer.

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- Boer, M., & **Tubergen, F. A. van.** 2019. ***Media messages and attitudes toward muslims and ethnic minorities - A panel study among ethnic majority adolescents in the Netherlands.*** *Social Science Research 83.*

- Bouman, T., & **Steg, L.** 2019. ***Motivating Society-wide Pro-environmental Change.*** *One Earth 1*(1): 27-30.

- Breeschoten, L. van, Begall, K. H., Poortman, A., & Dulk, L. den. 2019. ***Investments in working parents - The use of parental leave.*** In T. van der Lippe & Z. Lippényi (Eds.), *Investments in a Sustainable Workforce in Europe*. Routledge.

- Broekstra, R., Aris-Meijer, J., Maeckelberghe, E., Stolk, R., & **Otten, S.** 2019. ***Trust in Centralized Large-Scale Data Repository: A Qualitative Analysis.*** *Journal of Empirical Research on Human Research Ethics.*

- Broere, J., **Buskens, V.**, Stoof, H., & Sánchez, A. 2019. ***An experimental study of network effects on coordination in asymmetric games.*** *Scientific Reports 9*(1).

- Bussemakers, C., **Kraaykamp, G. L. M.**, & Tolsma, J. 2019. ***Co-occurrence of adverse childhood experiences and its association with family characteristics: A latent class analysis with Dutch population data.*** *Child Abuse & Neglect 98*: 104185.

- **Corten, R.** 2019. ***Social dilemmas in the sharing economy.*** In Russell Belk, Giana Eckhardt & Fleura Bardhi (Eds.), *Handbook of the sharing economy* (278-289). Cheltenham: Edward Elgar Publishing.

- David, T., & **Westerhuis, G.** 2019. ***International business networks.*** In *The Routledge Companion to the Makers of Global Business* (249-263). Routledge.

- **Dijkstra, J.**, Bouman, L., Bakker, D. M., & Assen, M. A. L. M. 2019. **_Modeling the micro-macro link: Understanding macro-level outcomes using randomization tests on micro-level data._** _Social Science Research 77_: 79-87.

- **Dykstra, P. A.** 2019. **_Intergenerational family caregiving in welfare policy context._** In D. Gu & M. Dupre (Eds.), _Encyclopedia of gerontology and population aging._ Cham, CH: Springer.

- **Ellemers, N.**, Toorn, J. van der, Paunov, Y., & Leeuwen, T. van. 2019. **_The psychology of morality: A review and analysis of empirical studies published from 1940 through 2017._** _Personality and Social Psychology Review 23_: 332-366.

- **Flache, A.** 2019. **_Social integration in a diverse society: Social complexity models of the link between segregation and opinion polarization._** In F. Abergel, B.K. Chakrabarti, A. Chakraborti, N. Deo & K. Sharma (Eds.), _New Perspectives and Challenges in Econophysics and Sociophysics_ (213-228). Springer New Economic Windows.

- Fotouhi, B., Shor, E., & **Rijt, A. van de.** 2019. **_A Large-Scale Test of Gender Bias in the Media._** _Sociological Science 6_(20): 526-550.

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ANNEX
Project Descriptions

Project Descriptions

WORK PACKAGES:

CHALLENGES:

WP1
Care
(4 projects)

> **1:**
> Reshaping Care
>
> **2:**
> Facilitating Work-Life Balance (4)
>
> **3:**
> Creating Caring Communities

WP2
Inclusion
(6 projects)

> **4:**
> Accommodating Newcomers (3)
>
> **5:**
> Connecting Communities (1)
>
> **6:**
> Dealing with Diversity (2)

WP3
Work
(7 projects)

> **7:**
> Reshaping Organizational Forms (2)
>
> **8:**
> Reconfiguring Roles & Relations (2)
>
> **9:**
> Reconciling Stakeholder Interests (3)

WP4
Theory Synthesis
(11 projects)

> **10:**
> Network Co-Evolution (2)
>
> **11:**
> Identity Flexibility (5)
>
> **12:**
> Shared Responsibility (4)

The number of projects per challenge is presented in brackets (..). | *Note 1:*

Challenges in bold already have projects running. | *Note 2:*

WORK PACKAGE 1: Solutions for Care

[4 Projects]

- ## RELEVANCE

Many countries attempt to tackle rising costs and declining quality of care through reforms. For example, the Dutch government embarked on a large-scale decentralization of its arrangements. For a large variety of care tasks (e.g. for older citizens, children, or individuals with a handicap), the national government transferred budgetary autonomy to the local community level. At the same time, those in need were asked to rely more strongly on the help of close relatives and other members of their own network, like their neighbors. With this initiative, the Netherlands joined a large group of countries that had already embarked on similar decentralizing "care in the community" initiatives. These developments illustrate the urgency of our key question: in the provision of care, how can cooperation within and between families, communities, and work environments contribute to a resilient society?

- ## CHALLENGES

To answer this question, three challenges will be addressed in WP1. The first, Reshaping Care, focuses on the impact of the retreat of the welfare state on the interface between families and communities. This external shock will lead to a new division of care between family members, the (local) community, and formal organizations with consequences for wellbeing for both the family and society. The second challenge, Facilitating Work-Life Balance, targets spillover effects at the interface between families and organizations. Facilitating work and life balance is a topical issue: family arrangements and obligations affect solidarity at work and vice versa. The third challenge, Creating Caring Communities, deals with feedback effects at the community-organization interface. The past decades have seen the emergence of a wide range of new and alternative forms of caring communities, and the proliferation of an ever more complex organizational field of caring organizations, but its sustainability remains a question.

■ CHALLENGE 1: **RESHAPING CARE**

Caring for others is a cooperative act and individuals differ in their inclination to invest time and energy in care tasks. Institutional arrangements, including solidarity norms, strongly influence the willingness to help. The retreat of the welfare state increases the demand for care by kin and non-kin, but at the same time, changing family structures and later retirement limit the supply of care. How can the provision of care be reshaped in order to guarantee both individual and societal wellbeing? So far, research has mainly concentrated on how individuals and families deal with the increasing demand for care. Whereas an increase of caregiving sometimes leads to positive experiences, it also undermines wellbeing. Reshaping Care puts the focus on parties other than the family. To date, the major focus has been on the importance of country-level institutions, but little on community-level institutions.

■ CHALLENGE 2: **FACILITATING WORK-LIFE BALANCE**

A key challenge in the care domain relates to the interaction between different cooperative roles. Individuals can have a stable and mutually satisfying cooperative relation both with their family at home and colleagues at work. Yet the sustainability of these relations may be challenged when these domains interfere with each other. The competing demands of work and family place increasing pressure on sustainable cooperation in all family structures, but particularly in dual-earner households with children and blended families. How can balancing work and life be facilitated so as not to jeopardize the sustainability of cooperative relations with family members and at work?

■ CHALLENGE 3: **CREATING CARING COMMUNITIES**

The retreat of the welfare state goes hand in hand with the emergence of local self-governing institutions, so called caring communities. We are just beginning to understand how cooperation within caring communities functions. In recent times many predicted that the retreat would have negative feedback effects because local governments lack the necessary expertise and resources to coordinate the multiple stakeholders operating in complex organizational fields. The key question of this challenge is which institutional mechanisms should societies develop to make caring communities inclusive and accessible to all.

Challenge 2 — Facilitating Work-Life Balance

WP1 **Project 2.1** — *Dual Identities and Cooperation Between Partners: Facilitating Work-Life Balance*

- **Aim of the project**

Examine conditions under which intimate partners achieve relationship stability and satisfaction. What is the influence of life events such as the birth of a child, and of changes at work of the partners?

Under what condition does behavior at work lead to positive spillover in the relationship between partners? Why are family and work ideals different from actual behavior?

- **Theoretical background**

A key challenge in the care domain relates to the interaction between different cooperative roles of partners in family and work. With important life events, such as the birth of a first child, the cooperation between partners is likely to shift and spillover effects (between partners, between family and work) will be observed. Changes might vary by (1) processes of identity, (2) expectations and ideals, (3) pressure from the social environment (4) and the work environment. Also feelings of fairness play a role. Negotiations that take place before the birth of a child may help to counteract retreating towards traditional roles.

- **Research design**

Firstly, data are used from the Mom in Balance Study, a longitudinal study among female professionals in the Netherlands who are expecting their first child. The study consists of 3 waves (3 months before birth, 3 months after birth and year after birth). Measurements consist of developments in implicit gender roles, work-family balance, division of work and care with partner.

Secondly, this study will be expanded to a number of countries in Europe (Austria, France, Germany, Sweden, Norway), the USA and Asia (Singapore, Japan) to test for context effects (institutional arrangements, differences in national gender equality). Thirdly, an intervention will be formulated and tested to help increase relationship stability between partners.

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Period
September 1, 2018 - August 31, 2022
Funding
SCOOP

Childrearing in Diverse Family Structures: Behavior and Fairness

- **Aim of the project**

The project aims at a detailed description and understanding of biological parents' child involvement across diverse family structures in the Netherlands, and of the importance of fairness thereby.

- **Theoretical background**

The organization of childrearing has become less self-evident over the last decades due to the increase in women's labor market position and the increase in complex families due to the rise in divorce and remarriage. Most research so far focused on intact families with most attention being paid to the division of household labor, and not so much to the division of childcare. The organization of childrearing in more complex families following divorce has received less attention. Moreover, how principles of fairness regulate perceptions about parenting and parenting behavior is overlooked, particularly in case of complex families.

We argue that insights from sociology and philosophy are necessary to get a better understanding of childrearing. The organization of childrearing in intact and complex families will be studied, with the latter being divided in different household structures based on residence arrangement of the child after divorce (mother residence, father residence, or shared residence) and marital status of the parent after divorce (single or cohabiting/married). In addition, parents' perceptions of fairness of the organization of childrearing and their relation with parenting behavior is examined in both intact and complex families.

- **Research design**

New Families in the Netherlands is a unique survey to use for this project, because it includes a large sample of complex families as well as intact families and contains detailed information about parents' fairness judgements regarding childrearing and parents' childrearing behavior. Moreover, in the sample of intact families, often both parents participated in the survey (couple-level approach), whereas other datasets mainly include only one parent. An experiment will be designed to test the determinants of parents' judgements of fairness regarding the division of childrearing in complex and intact families.

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WP1 **Project 2.5** *Family Members Stimulating Community Involvement*

- **Aim of the project**

To explain the extent and under which conditions family characteristics affect prosocial behavior. Prosocial behavior includes individual voluntary activities for the broader community, such as caring for elderly or disabled people, participation in pro-environmental activities, or voluntary work in an organization. The aim is to track conditions in the family domain that have spill-over effects to these prosocial behaviors.

- **Theoretical background**

Processes of individualization usually underscore an increased focus on individual well-being, rather than on the functioning or well-being of communities/societies. Current developments in Dutch policy however emphasize the need for a reversal of this trend: in current-day society, people are expected to actively engage in societal organizations, and to provide care for close-relatives in need. More generally speaking: there is a demand for more sustainable prosocial behavior. We argue that family characteristics are key in understanding why some people show more social behavior than others. Theoretically, the family (parents, partners, children) provides relevant resources and restrictions that set the conditions under which community involvement may be nurtured. We expect that spillover mechanisms play a role in the extent to which a person is active to the good of community, indicated by (i) time resources, (ii) economic opportunities, (iii) normative guidance and (iv) family identities. Time availability depends on the contribution to paid labor and housework by a person, and a possible partner. Economic resources are typically pooled in the household. Normative guidance stems from socialization processes (i.e., in the family of origin) and normative influence by important others, notably the partner. Family identity characteristics relate to the way of relation to other family members. Institutional conditions may affect the ways in which families are able to perform in the social domain.

- **Research design**

Firstly, the Family Survey Dutch Population of 2000, 2009 and 2017 will be used, that contain information on both partners' time investments in paid work and household work, income, family of origin, civic engagement, and prosocial behavior. Secondly, an experiment will be implemented in the LISS-panel or SCOOP-survey to test the importance of family factors for community involvement. Thirdly, panel studies from other nations are available (GSOEP, Pairfam, BHPS), and EU-SILC data may be used to deal with country's institutional contexts possibly influencing ways in which family members are able to provide solidarity to community.

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WP1 **Project 2.6**

Women Who Work and Men Who Care (COMPLETED)

- **Aim of the project**

In order to stimulate gender equality in the workplace, many interventions are invented that focus on the career opportunities of women (e.g., female networks, appointing female role models). However, the outcomes of gender inequality for men are often neglected. Gender roles might not only limit the career opportunities of women, they might also limit men to take up their family role (e.g., requesting a parental leave). We thus argue that sustainable cooperation between women and men at work is most effective by achieving gender equality within both the work and family domain. The current project will examine how to stimulate the work roles of women in order to achieve career success, but also acknowledge the family roles of men within work settings.

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WORK PACKAGE 2: Solutions for Inclusion

[6 Projects]

- **RELEVANCE**

Cooperation in families, communities, and organizations can only be sustained when different individuals and groups are included. Inclusion refers to subjective feelings of acceptance and belongingness, which are anchored in access to key collective resources (housing, healthcare) for different individuals and groups, opportunities to participate in important activities (education, work), or voice in determining the rules and regulations that govern the distribution of these collective outcomes. If individuals and groups do not benefit from such central collective resources – and thus feel excluded – they are no longer inclined to cooperate in facilitating their joint production. This is a recipe for social unrest and political destabilization.

Institutional arrangements aim to secure fair access to collective resources and activities. As such they address the inherent tension between gain motives (maximizing desirable outcomes and opportunities for the self and one's own ethnic group, work team or family) and solidarity motives. External shocks, spillover effects and negative feedback cycles may call for a re-calibration of these arrangements. How can families, communities and organizations adapt to changing realities, so that individuals and groups continue to cooperate in the maintenance and prudent use of collective resources?

- **CHALLENGES**

To answer this question, three challenges will be addressed in WP2. The first, Accommodating Newcomers focuses on the impact of migrants entering into families, communities and organizations. This external shock tests the ability of existing arrangements to take advantage of the unique inputs newcomers have to offer, and to accommodate their specific needs. The second challenge, Connecting Communities targets

the spillover effects of diverging networks, value systems, and interdependence expectations that can either enhance or undermine commitment to the provision and protection of collective outcomes. The third, Dealing with Diversity focuses on the feedback cycles that elicit cooperative benefits from differences between individuals and groups, or lead them to segregate and 'opt out'.

■ CHALLENGE 4: ACCOMMODATING NEWCOMERS

We conceive of newcomer entry as an "external shock" to the community or organization. When newcomers (e.g. refugees, international students, migrant workers) arrive, the standard approach is to try to include them by inviting them to participate in existing activities, and make contact with others. This approach, 'integration', in fact expects newcomers to assimilate into existing structures and initiatives, without considering the possibility that they have diverging needs or can offer complementary contributions. It relies on the assumption that there is implicit agreement on joint needs and who should contribute what. This form of contact and 'integration' can only intensify mutual distrust and misunderstanding if it is not supported by the explicit development of shared goals and common values.

■ CHALLENGE 5: CONNECTING COMMUNITIES

Including people and securing their contributions and access to collective outcomes is more complicated when the same individual can be considered as part of different communities, which only partially overlap (i.e. Moroccan Dutch, gay employees) due to the possibility of negative spillover effects. Social inclusion requires that people who live or work together develop joint guidelines for acceptable behavior, and investment of time and resources in collective outcomes. When it is no longer self-evident that one's networks, goals, and identities align, it becomes difficult to decide which values and ideals to adhere to, and how to behave towards neighbors, colleagues, or customers.

■ CHALLENGE 6: DEALING WITH DIVERSITY

The Netherlands has a strong tradition in providing separate provisions for the education, sports, and entertainment of each religious group ("verzuiling"). While this has played a role in the emancipation of different groups, it has also resulted in tensions and conflicts between them. Such initiatives to offer members of each community their own provisions and outcomes can elicit a negative feedback cycle, where they increasingly withdraw their cooperation from any initiatives that do not target their specific community. Being less well represented in turn reduces the likelihood that broader provisions cater for their community's needs.

Challenge 4

Accommodating Newcomers

WP2 | **Project 4.1** | *Caring Communities:*
Integrating Newcomers into the Labour Market

- **Aim of the project**

Project 1 will examine historical periods in which newcomers arrived in communities (e.g. religious refugees, migrant workers) to assess which institutional provisions that invited, allowed, or benefitted from the arrival of newcomers predict the success of their inclusion in terms of the development of economic and social equality over subsequent generations. The key characteristics thus identified, will be further examined with contemporary panel data comparing social participation vs. protest in different communities.

- **Theoretical background**

Although the EU preaches free movement of people, recognition of professional qualifications, and access to large parts of the labour market are actually regulated by organizations of the most important stakeholders: employers and employees. It has been so for many centuries. These organizations play an ambiguous role vis-à-vis newcomers. At times they have welcomed migrants, for example to relieve acute shortages or to relieve the indigenous workers from unattractive jobs (1960s), at other times they have tried to keep migrants out. This project will examine how distinctive reactions to migrants relate to organizational level or broader societal arrangements. It will also assess how different approaches to migrant workers impact upon their motivation to integrate into (vs segregate from) the host community.

- **Research design**

This project integrates a historical analysis with psychological data examining the impact of different arrangements that can be found in history on the motivation of migrants to integrate into the host society. For instance, formal acknowledgment of one's professional ability and connecting with fellow professionals (in guilds in pre-modern ages, or in modern labour unions) can empower incoming professionals and foster their integration. Some argue however that guilds functioned as rent-seeking organizations, which excluded 'weak' social groups, such as women and migrants, in favour of the established masters and their families. Likewise, modern labour unions may privilege the interests of specific groups of workers and fail to accommodate the needs of newcomers.

Historical analyses will focus on local industries and organizations, to uncover variables of interest that relate to integration of new groups of workers. Psychological experiments can further examine the causal impact of these variables by manipulating (a) formal membership rules (and how these benefit specific groups), (b) informal obstacles that create divisions within the labour force (preventing or promoting efficiency, fairness, equity, equality), and (c) clarity or explicitness of social norms and rules specifying what the labour organization expects from workers and what workers expect from the labour organization.

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WP2 **Project 4.2** *Sustainability of Public Goods in a Changing Society*

- **Aim of the project**

Examining the conditions for the sustainability of public good provisions under changing group compositions, by specifying the role of social norm formation and social norm conflict.

- **Theoretical background**

The sustainability of cooperation crucially depends on whether people are willing to invest in the provision of joint outcomes when the composition of the group changes over time, or when institutional arrangements shift. This is put to the test when newcomers enter the group, without being aware of what is expected of them. For instance, can sports clubs that rely on volunteer participation of parents (e.g. as referees and coaches, for transportation or bar duty) continue to offer sports facilities for children whose parents are not aware that they should contribute in this way? Maintaining cooperation under changing circumstances is particularly challenging when groups of people that initially might have different norms or incentives come together and have to produce public goods jointly. Is it possible to maintain community provisions that no longer cater for the needs of all community members (e.g. putting up Christmas decorations in public spaces)? The aim of this project is to systematically examine the causal impact of key variables of interest on the continued provision of public goods.

- **Research design**

This project will start with a theoretical analysis to develop a model that specifies how changing group memberships and the resulting heterogeneity of participants are likely to impact on public good production. The relations between model variables will be tested in experimental designs, which consist of variations on 'public good games'. Experimental games will be modeled after real life issues (community provisions, sports clubs, 'vreedzame school'), to incorporate different variables of interest including:

a) clarity or explicitness of social norms for newcomers vs. existing community members, b) social vs. material punishments or rewards for (lack of) cooperation, c) relevance of different types of public goods for different community members, d) endorsement of different rationales for contributing to the public good, etc.. This approach also offers a way to develop and test the effectiveness of specific interventions targeting real communities struggling with these issues, such as neighborhoods, sports clubs etc.

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Period
September 1, 2018 – August 31, 2022
Funding
SCOOP

WP2 **Project 4.5** *Sustainable Labor Market Integration of First Generation Migrant Groups: The Quest for the 'Migrant-Organization Fit'*

- **Aim of the project**

Europe is experiencing a substantial influx of first time migrants. In 2015, 2.6 million first residence permits to third country nationals were granted[1], whereas in 2016, 1.2 million first time asylum seekers were registered [2]. many of whom are expected to be granted asylum. Many call to speedily integrate these migrants in the labor market, for social and moral reasons, and to counterbalance host societies' costs for reception and integration, estimated to range between 17 and 22 billion Euros in 2016 in the EU. However,

migrants experience barriers in entering the labor market and in their career trajectories. Studies show that migrant group characteristics influence their chances in the labor market and that diversity management approaches to migrant workers in organizations differ. Nevertheless, little is known about which combination(s) of individual and organizational factors facilitate the successful recruitment and retention (R&R) of migrant employees in European labor markets.

This PhD project aims to fill this gap by combining sociological knowledge on (in)formal diversity management practices in organizations with social psychological knowledge focusing on cultural differences of first generation migrants.

- **Research Design**

Multiple case studies (organizations), different samples (ethnicity, migrants' length of stay in host society), and mixed method research. Studies 1 and 2 are qualitative: document analysis and qualitative semi-structured interviews with HRM managers (N=2-6); middle managers (N=84); and first generation migrant and native employees (N=30) in 8 teams. Both studies will analyze the cultural distance of managers and native employees compared to those of first time migrant employees to identify combinations of organizational and individual determinants of the migrant-organization fit. Studies 3 and 4 are predominantly quantitative.

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WP2 *Project 5.6*

Urban Collective Living Arrangements: Golden Key to Sustainable Communities?

- **Aim of the project**

In light of increasing single-person households, patchwork families and loneliness, citizens turn towards alternative living arrangements for social support and wellbeing. The proposed research investigates the potential of Urban Collective Living Arrangements (UCLAs) – living communities emphasizing sharing and a common group identity – to create sustainable communities. We investigate the mechanisms behind the internal viability and external impact of UCLAs on their environment, proposing that theories of social control and motivation provide the necessary insight.

- **Research design**

The main research site is a large and diverse living community in the Netherlands. In order to unravel the complex interplay of social mechanisms and their outcomes, ethnographic and case study techniques will be applied in a longitudinal research design. Critical incidents or trouble cases form the core of ethnographic data collection. Analytical methods include event structure analysis and ethno arrays.

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Challenge 6

Dealing with Diversity

WP2 | *Project 6.3* | *Ethnic Diversity, Norms and Networks*

- **Aim of the project**

The project aims to identify under which conditions second generation youth publicly support conservative ethnic-religious group norms, even when they reject such norms privately and identify more with progressive-secular Dutch norms; how such unpopular norms can become collectively self-reinforcing; and how social networks and interventions implemented in schools can mitigate this self-reinforcing process and empower minority youth.

- **Research design**

Many immigrant groups that have settled in Western European societies in the past decades originate from conservative-religious societies (e.g., Turkey, Morocco). The children from these groups - the so-called second generation - grow up in two worlds. On the one hand, they acquire conservative-religious norms and opinions (e.g., traditional gender roles, religious rituals, disapproval of homosexuality, dating, and cross-gender friendships) from their parents. On the other hand, they are exposed to more progressive-secular views of the majority population.

Consequently, the second generation navigates in different cultural contexts and networks, each with different sets of expectations and loyalties. However, little is known about what kind of strategies the second generation uses to respond to these challenging conditions. This project studies this topic among youth in schools. It argues that we get a better understanding of their strategies, by considering that people's private opinions, identities and loyalties may sometimes deviate from their public behavior. In particular, the project is interested in the behavior of second-generation members - individually and as a group - who privately identify with the mainstream Dutch culture, opinions and norms. One strategy is to publicly support the ethnic group norms, even when these are rejected privately. For example, when a second-generation Turkish girl privately rejects the conservative-religious norms and opinions of her parents, such as veiling, she may nevertheless veil in public if she believes that the majority of her social network supports this conservative norm. Under conditions of pluralistic ignorance, this will happen even when the majority of her network actually rejects this norm in private, too. Her behavior signals that she is loyal to the religious-ethnic group and a sincere believer.

Such public support for the conservative-religious norm can then act as further social proof for her network (e.g., friends and peers), i.e., they may erroneously

interpret her behavior as support for this norm. Members may even sanction norm-deviance - even if they privately reject the norm (Willer, Kuwabara, & Macy, 2009). Such unpopular norms can therefore be self-reinforcing and create negative feedback cycles. The current project examines under which conditions this strategy is adopted, and when second generation members are more susceptible to publicly express private support of more progressive-secular Dutch opinions and identity. In particular, it will examine the role of social network structures and processes - such as ethnic segregation (Smith et al. 2014) and peer influence (Stark 2015). For example, second-generation youth who not only have co-ethnic friends but are also befriended with Dutch peers ('linking pins'), may be more inclined to express their private views in public, potentially creating a cascade of norm-change among their co-ethnic peers. In addition, this project will develop and test theoretically informed interventions that mitigate these negative feedback cycles.

- **Research design**

A multi-method research design will be used. Social networks will be analyzed, taking advantage of the Children of Immigrants Longitudinal Survey in 4 European Countries (CILS4EU, see http://www.cils4.eu/), which contains unique longitudinal panel information on more than 18,000 ethnic majority and minority youth in Germany, Netherlands, Sweden and England. In each country, more than 100 schools participated. The CILS4EU survey includes information on various opinions, public behavior, and social network data (using sociometric measures collected in classrooms). Second, there are opportunities to collect new data, such as survey experiments (vignette studies). In collaboration with teachers and students, an intervention will be developed. Making use of mobile surveys, experience sampling, and innovative smartphone apps to collect behavioral network data, the project will evaluate the effect of the intervention.

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September 1, 2019-August 31, 2023
Funding
SCOOP

Informal Social Networks and Organizational Inclusion:
The Invisible Minority's Dilemma

- **Aim of the project**

Discriminatory behaviors against minorities of all kinds are common in many organizations. This may negatively affect e.g. their individual well-being and work performance. How can the inclusion of minorities at the workplace be safeguarded? Specifically, we are interested in those employees who possess a concealable stigmatized identity, and, thus, in principle have the option to not share this characteristic with others within the workplace. The particular minority group we study are lesbian women, gay men, and bisexual people (LGBs). This project investigates the interplay between informal social networks, organizational policies, and inclusion of invisible minorities at work. We focus on two aspects of inclusion - perceptions of belongingness and opportunities for authenticity - and their impact on work-related outcomes, for the individual and organization alike.

- **Research design**

A multi-method approach will be used to address several sub-projects. First, we will collect mixed-method (semi-structured interview and ego-network) data on LGBs within their workplace, in order to assess their workplace experiences, perceptions of inclusion, and informal social networks. Insights gathered from this project may lead us to formulating new hypotheses, as well as inform further data collection later on in the project. In another sub-project, we will make use of newly collected survey data to establish the extent to which LGBs' needs for belonging and authenticity are satisfied within their workplace, as well as organizational characteristics facilitating or hampering their inclusion. Making use of the same data, we will also take a closer look at current activities, aimed at increasing inclusion of LGBs, undertaken within organizations, the degree to which these are successful, and the role heterosexual allies play in this regard. Thirdly, we are investigating the possibility of conducting an experiment or a vignette study, in order to provide us with new insights on how deeply entrenched heterosexism is in our work and society.

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WORK PACKAGE 3: Solutions for Work

[7 Projects]

- ## RELEVANCE

Current arrangements for work are subject to major transformations. Many European countries have witnessed dramatic changes in labor conditions during the past years. These have to do with flexible forms of employment, outsourcing, long distance collaboration, equal opportunity legislation, and shifts in pension age. Business firms and their various stakeholders attempt to adapt to these changing circumstances through corporate restructuring, delayering and reorganizations. In public organizations, market principles were introduced into state bureaucracies, fundamentally transforming their structures and functioning. At the same time, increased employee diversity, flexibility, and professionalization also imply that successful cooperation has become more dependent on individual feelings of identification with one's colleagues and a commitment to shared goals.

- ## CHALLENGES

To understand how these changes affect the ability and willingness of people to cooperate in work contexts, three challenges must be addressed. The first, Reshaping Organizational Forms studies to what degree are (emerging) alternative formal organizational structures able to cope with external shocks. Second, Reconfiguring Roles and Relationships focuses on the insecurity about long term prospects in employment and the risk of reducing identification with and commitment to the place of work: how can family roles and community relationships be reconfigured such that cooperative behaviors in both domains create positive spillovers between them? The third, Reconciling Stakeholder Interests addresses the way work organizations relate to local communities and customers as relevant stakeholders. Knowledge is needed on how self-undermining processes can be prevented and reversed by reconciling (diverging or complementary) interests of different external and internal stakeholders. These sustainability threats illustrate the urgency of our key question: under what conditions can cooperation in work become sustainable and contribute to a resilient society?

■ CHALLENGE 7: RESHAPING ORGANIZATIONAL FORMS

Organizations thrive if their members are willing "to walk the extra mile", like working unpaid overtime, or helping a colleague to finalize a difficult task even if this is not their formal responsibilities. Consequently, organizations attempt to shape their structures such that they effectively elicit this kind of intelligent effort and (extra-role) organizational citizenship behavior (OCB). With mounting external pressures towards flexibility and short-term employment contracts, employees no longer have traditional long-term expectations that formed the basis of sustainable cooperation in many organizations. Several waves of corporate restructuring and the invention of "new organizational forms" aim to secure cooperation in different ways.

■ CHALLENGE 8: RECONFIGURING ROLES AND RELATIONSHIPS

Employee mobility, outsourcing and long-distance cooperation in virtual teams have loosened the ties among employees and their place of work. As a result, commitment to one's family or community more easily reduces cooperation at work, for instance when this requires relocation or irregular work hours. The pull of different allegiances and identities can elicit spillover effects that undermine work commitment.

State of the Art.
The double-edged nature of employee heterogeneity as a potential source of innovation on the one hand and a source of conflict and loss of commitment on the other is well documented. When people differ from each other in multiple ways, for instance because differences in career prospects or professions converge with ethno-religious back-ground, gender, and age, faultlines emerge that undermine cooperation.

■ CHALLENGE 9: RECONCILING STAKEHOLDER INTERESTS

Changing institutional arrangements for work shift the balances among the complex web of organizational stakeholders, and can, thereby, affect cooperation. Companies are no longer seen as working communities but as possessions of shareholders, who deal with them as their own interests dictate. The primary concern of shareholders is not to create employment, but to maximize return on equity. However, a focus on short-term gains (e.g. asset stripping) can jeopardize the sustainability of organizations over time, and harm the interests of other stakeholders, such as unions, employees, self-employed contractors, consumers or clients, and communities.

Challenge 7

Reshaping Organizational Forms

WP3 **Project 7.5**

Sustainable Collaborative Networks: Design, Dynamics, and Decay of Cooperation in a Multilevel Organizational Field

- **Aim of the project**

The project aims to describe and explain under which conditions the deliberate creation of collaborative networks fosters sustainable cooperation and value creation in a multilevel organizational field. Many contemporary industrialized societies attempt to face the challenges posed by population aging and other socio-economic pressures by substantial welfare-state reform, with large-scale administrative and political decentralization being a frequently used instrument. The success of such policies depends on the active participation of a growing numbers of multiple stakeholders, ranging from individuals (e.g. citizens, consumers, clients, professionals, patients etc.), to private, public and non-governmental organizations (suppliers, regulators, producers etc.). Many see collaborative networks as one of the most promising tools for sustainable value creation in such multilevel organizational fields. In a collaborative network, a heterogeneous set of autonomous organizations and individuals interact, often supported by Internet based tools, with the intention to achieve some common objective. However, as of yet, relatively little is known about the conditions under which such collaborative networks become sustainable, or decay. This project addresses this gap.

- **Research design**

Modeling the evolution of collaborative networks in a multilevel organizational field puts a heavy burden on the research design, since it requires the longitudinal collection of sociometric and attribute data at the level of both individuals and organizations. The present project capitalizes on a unique opportunity to collect such data in 50 so-called interdisciplinary learning networks, to be established in the Northern part of the Netherlands as part of a government funded large-scale regional initiative pioneered by the ZON, a network organization specialized in bringing together both health care providers and health care educators to coordinate educational matters in their sector (http://www.netwerkzon.nl/nl/).

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September 1, 2017 - August 31, 2021
Funding
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*Cross-Border Network Governance
for Sustainable Training in Health Care*

- **Aim of the project**

The project aims to describe and explain under which conditions cross-border collaborative networks contribute to the creation of innovative and sustainable learning in the health care sector. Many contemporary industrialized societies face labor market shortages in the health care sector due to - amongst others - increased demand caused by population aging. One way to address the rising demand for health care professionals is the recruitment of these professionals from other countries in order to create sustainable labor markets in the sector. However, cross-border recruitment is not a straightforward task due to the fact that each country has unique health care and education system characteristics. Along with different skill and competency requirements and diplomas tailored to the specifics of the national health care context, there are also differences in clients' expectations and institutional arrangements across countries. The success of cross-country recruitment of health care professionals thus depends on the establishment of a productive and effective collaboration regarding learning opportunities, employment policies, job profiles, and education programs by multiple stakeholders in both the health care and education sector, such as nursing schools, hospitals, recruiters and professional associations, on both sides of the border.

For several decades now, collaborative networks between public organizations have proven their value as a tool to improve the service provision in the health and education sectors within many European countries. An increasing number of such collaborative networks represent cross-border collaboration (CBC) initiatives (Perkmann, 2003). But do such networks really work?

- **Research design**

This project capitalizes on a unique opportunity to collect longitudinal data in a large cross-border collaborative network in the Northern part of the Netherlands and Germany. Modeling the evolution of collaborative networks in a multilevel organizational field with more than 50 participating organizations and hundreds of health care students requires a mixed method research design, combining both quantitative and qualitative data collection. The first stage consists of mapping the stakeholders involved in a specific internship trajectory and the inter-organizational networks and their multilevel governance structure. In a second step, multilevel longitudinal sociometric and attribute data will be collected on (changes in) the overarching network structure and the tasks implemented in the network (i.e., internship provision and supervision, learning trajectories, recruitment efforts, and adjusting educational materials). Specific attention will also be devoted to identify the threats to sustainable cooperation and the related solutions in terms of network governance.

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Challenge 8

Reconfiguring Roles & Relations

WP3 *Project 8.2*

*Flexible Employment in 21st Century Workplaces:
The Co-Evolution of Inter-Organizational Employment
Networks, Flexible Employment Practices, and Workplace
Cooperative Performance*

- **Aim of the project**

To study why organizations adapt flexible employment practices across different national and industrial contexts, and how the use of flexible employment impacts workplace cooperation and performance.

- **Theoretical background**

Sustainable levels of cooperation in workplaces, which incorporates collaboration and compliance but also constructive conflict, is essential for the flourishing of individuals and organizations. Life-long employment contracts, typical in the post-WWII period, created favorable condition for sustaining long-term employee-employer ('vertical') cooperation, as well as employee-employee ('horizontal') cooperation at workplaces (Capelli, 1999). In recent decades, economic downturns and globalization prompted organizations to utilize flexible employment practices (temporary and externalized forms of employment), leading to a decline in the stable (long-term and internal) organizational workforce since the 1980s.

Management narratives emphasize economic (in particular, labor costs) and productivity benefits of flexible employment (Lepak & Snell 2002). However, the extant literature fails to present compelling evidence that economic considerations and productivity benefits are the reasons why organizations adapt flexible employment (Lippényi, 2018). While this literature predominantly focuses on how markets and employment legislation govern organizational human resource strategies, there is growing knowledge that inter-organizational networks are key factors in organizational adaptation processes (Easterby-Smith et al. 2008). Existing work in flexible employment practices treats organizations as isolated, solitary entities, and therefore

we know little on how ties to organizations in the environment influence choice of employment practices. In addition, research on flexible employment is very scarce outside the US, leaving it open whether similar processes of adaptation, with similar outcomes, play out across national contexts that differ in work culture and legal institutions. This project aims to address these important omissions.

Inter-organizational networks (strategic partnerships, board interlocks, and inter-firm mobility of workers) are key to understand firm behavior as they transmit information not only about organizational practices, but also on success and failures across organizational boundaries (Ahuja et al. 2012). The present project will specifically focus on the intriguing link between employment flexibility and social ties between organizations, emerging through the mobility of workers: flexible employment increases employee mobility across organizational boundaries, creating the possibility to study the dynamic process between the formation of inter-organizational employment networks, organizational choices of adapting employment flexibility practices, and the evolution of cooperation and organizational performance (cf. Contractor et al. 2006). Regarding the latter, we contrast two scenarios with the aim to analyze the organizational-institutional conditions under which they occur. The pessimistic scenario argues that flexible employment alienates workers, generates conflict, and antagonize employee groups, diminishing workplace horizontal and vertical cooperation and organizational performance (Vough et al 2005). The optimistic scenario perspective argues that flexible employment broadens employee's career orientations and extends identities and social capital beyond narrow organizational boundaries, creating fertile grounds for sustainable horizontal and vertical cooperation (Marchington et al . 2005).

• **Research design**

The project will use two linked-employer employee datasets. The CBS Social-statistics Database in the Netherlands is a longitudinal register database of firms and employees that enables us to construct inter-organizational networks and study employment flexibility practices in all Dutch organizations, as well as organizational-level cooperation and performance outcomes (voluntary turnover, firm economic performance). The European Sustainable Workforce Survey (ESWS) is a recent, large-scale survey among 11,011 employees (wave 1/2016 and wave 2/2018) nested in 869 teams in 259 organizations in 9 European countries (UK, Sweden, Germany, the Netherlands, Finland, Spain, Portugal, Hungary and Bulgaria). This dataset complements the register data in that it 1) measures how workers' and managers' perceive the cooperation and conflict between flexible and stable workers, making it possible to study the mechanism linking flexibility and cooperation 2) includes extensive information on organization's flexibility (and broader HR) strategy missing from the register source, and 3) it allows for cross-country comparisons to assess institutional variation in the prevalence and outcomes of employment flexibility practices.

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WP3 **Project 8.5**   *Social Network and Prosocial Work Behavior of Men and Women*

- **Aim of the project**

This project examines how social networks for men and women relate to cooperative and uncooperative behavior at work leading to profitable career outcomes for individuals, and stable, efficient work teams.

- **Theoretical background**

In our present day and age, women still lag behind men in their occupational career. One of the reasons being that women are less able than men to profit from their social networks at work. Two mechanisms have been shown to influence how womens' on-the-job networks of women may undermine their careers: both the 'quality' of on the job contacts lags behind that of their male counterparts, as does the profit men and women are able to take away from these contacts. The networks of men and women at work differ in quality of the contacts, as both genders tend to have networks that comprise of mainly same gender co-workers. Since male co-workers more often occupy managerial positions, women may profit less from their work networks. Furthermore, even when women invest in high quality work networks, they tend to receive smaller returns on this social capital (Son & Lin, 2012). Women's attempts to become part of the networks of male co-workers may also face sanctions from female co-workers who question their loyalty to their own gender group (Ibarra, 1993). Conversely, men may sometimes exclude women from their networks (or include them less).

This project addresses with whom and why men and women cooperate and with whom and why they have conflicts. Both psychological and sociological perspectives are taken into account in order to explain key characteristics of on-the-job networks of female and male employees, and how these networks influence their careers. Networks at work can offer advice, task support and information, as well as emotional or social support.

However, on-the-job networks are not merely sources of support, but they may also be a source of conflicts and for relationships to turn sour.

One hypothesis to be explored in this project is that on-the-job networks providing inclusive identities might benefit women more than men, although evidence is inconclusive. Some studies suggest that the network structures that benefit men and women are different. For instance, Burt (1998) argued that only men profit from occupying so-called brokerage positions in sparse networks, and that women need sponsors in higher positions. However, in the movie industry it was shown that women's careers profit from more open and diverse networks, whereas men do better in dense and cohesive networks (Lutter, 2015). We will study what the optimal team looks like for both men and women, how institutional variables (like gender imbalance and masculine work domain) affect both the composition as well as the returns of the networks of male and female employees and which networks offer them optimal opportunities to realize their ambitions.

• Research design

Firstly, the project will use the European Sustainable Workforce Survey (ESWS). The ESWS is unique because (a) it is a recent, large-scale survey among 11,011 employees (wave 1/2016 and wave 2/2018) nested in 869 teams in 259 organizations in 9 European countries (UK, Sweden, Germany, the Netherlands, Finland, Spain, Portugal, Hungary and Bulgaria), (b) contains longitudinal information about cooperation and work career of the employee (c) has detailed information on formal and informal contacts within the work team and conflict between colleagues, and (d) contains information about institutional variables that may predict network composition. Also managers provide information about cooperation and conflict in their teams. To better understand conflict and cooperation at the workplace, we also undertake a field experiment in one or two firms to gain more insight in contacts in teams and differences therein between men and women.

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Challenge 9

Reconciling Stakeholder Interests

WP3 *Project 9.2*   ***Running the Family Business:***
Stakeholders, Values and Reputation

- **Aim of the project**

This project aims to specify how the value orientation of smaller family businesses differs from stock market listed corporations, and how this relates to the way these businesses consider different stakeholders as well as their external reputation, which may affect the sustainability of these businesses and their functioning.

- **Theoretical background**

Businesses can be characterized in terms of the specific narratives, choices and institutional arrangements that define who relevant stakeholders are (employees, customers, shareholders), and how they wish to cooperate with these stakeholders. Comparing different types of businesses along these dimensions can reveal the nature of the perceived responsibilities involved and, more generally, the more fundamental normative presuppositions underlying them. Prior research has compared family businesses and non-family businesses. Results of such comparisons appear inconsistent at first sight. On the one hand, family businesses are less likely to have formal ethics guidelines in place, or to formally monitor ethics compliance. On the other hand, family businesses offer more informal ethics guidance (e.g. in the form of role modeling). Compared to non-family businesses, family businesses actually display less ethically dubious behavior (e.g. engagement in aggressive tax policies), and incur less reputational problems to the extent that the family is more explicitly involved in the leadership of the business. Due to the specific nature and aims of family businesses we hypothesize that they tend to endorse different values and prioritize different types of activities and stakeholders than non-family businesses. We further propose that this has beneficial effects for the reputation for the organization, which is relevant for broader stakeholder relations and community support.

- **Research design**

This project will compare family businesses and non-family businesses over time, to document how varieties in capitalism (including shifts from the dominance of shareholder interests to stakeholder interests and back again), define which values, interests, and stakeholders receive priority.

The project combines historical, psychological and normative perspectives. The historical analysis will focus on archival data (1950-2010), of different types of businesses, combining a cross-temporal analysis with a comparison of different national/ economic contexts.

The normative focus will draw on the distinction between ethical theories that formulate general accounts of responsibility and those that emphasize the context-dependent nature of obligations. Connecting these observations to survey data pertaining to present day organizations allows us to examine how this relates to relevant factors in the reputation of the organization (attractiveness for employees, customerloyalty, community support) and how this contributes to the sustainability of the business and to a more inclusive functioning of the business.

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WP3   **Project 9.6**   *Gigs of their Own:*
Are Worker-Owned and Worker-Governed Platforms Viable?

- **Aim of the project**

The objective of this research is to uncover what conditions increase the likelihood of resilience in worker-owned gig platforms.

- **Theoretical background**

The future of work is central to socio-economic debates all over the world. And it is not only about the number of jobs created or destroyed by automation, but more generally about how to organize work in the 21st century so that it is decent for everyone. At the forefront of these debates is the shift from stable towards flexible work arrangements and the increasingly ubiquitous digitalisation, both most prominent in the platform economy. Also many different stakeholders are involved, including governments, private businesses, and self-organizing communities.

Just as economists have long wondered why firms are usually controlled by capital suppliers instead of by labour suppliers, this study addresses the puzzle of why platforms are not more

commonly owned and governed by workers. Gig platforms are organizations that use digital tools to connect large crowds of supply and demand for services. Most of these are owned by investors and managed on their behalf, such as Uber or Upwork. While there are enthusiasts and critics of the platform economy, both agree that its effects on incumbent industries and existing work arrangements are disruptive.

Do platform cooperatives present an alternative governance model for the future of work? Amidst attempts at state regulation, industry measures, and other grassroots initiatives, these cooperatives strive for decent work based on collective ownership and democratic governance by worker-members. While democracy has come a long way in political life, it is still marginal in the economic sphere. Since worker-owned gig platforms are relatively rare, it is expected that there are challenges to starting or sustaining them. These challenges can be internal failures, external barriers or threats, but also just a lack of interest or capacity on the part of workers for organizing like this. At the same time, there are some existing cases out there that can help us learn how to overcome such challenges.

- **Research design**

Ultimately, the project will provide insights into the competitive (dis)advantages of worker-owned gig platforms as one institutional approach to create decent work in the platform economy. Looking at the larger literature on worker cooperatives and labour-managed firms, there can be two reasons why worker-owned gig platforms are rare: lower market entry or higher market exit rates. The first sub-question/study investigates the challenges in starting worker-owned gig platforms and how founders deal with them. It uses insights from the paradox perspective on alternative organizational models. Methodologically, the study employs semi-structured interviews with founders of worker-owned gig platforms in Western-Europe and organizational life cycle analysis to analyse why they emerge amidst various other efforts to achieve decent work in the platform economy and what factors shape their development.

The other three sub-questions/studies focus on challenges to worker-owned gig platforms that might induce failure if not addressed. Most existing literature on worker cooperatives and labour-managed firms also focuses on market exit rather than market entry problems. The second sub-question/study examines the challenge of motivating workers to become and stay a member of the worker-owned gig platform. Because preferences of workers are likely more heterogenous than profit-maximising investors, social choice theory would predict that preference aggregation in these democratically run gig platforms leaves at least part of the (future) members unsatisfied. These workers would then go seek higher utility in a different type of work arrangement. However, social interaction amongst workers may develop solidarity and shared standards that diminish the problem of preference aggregation. Worker-members that are socially

embedded in informal networks with (future) co-workers would then on average perceive more benefits, and thus be more motivated to become or stay committed as a member of the cooperative. These expectations will be tested through a longitudinal survey and statistical analysis on the members of a large worker-owned gig platform.

The third sub-question/study addresses the challenge of equal participation in decision-making processes by worker-members. With his 'iron law of oligarchy' sociologist Robert Michels already theorised that in any organization, even those started with democratic values, power will eventually concentrate at the top. Worker-owned gig platforms may face a similar danger, especially if digital divides result in a select technically skilled leadership. On the other hand, digital mediation may provide new opportunities for democratic member participation by facilitating communication in large, socially heterogenous and geographically dispersed groups. To test these contrasting expectations, a field experiment will be administered

with a subset of worker-members in the large worker-owned gig platform by manipulating the online/offline options offered to them to participate in decision-making.

The fourth sub-question/study analyses the challenge of efficiently coordinating productive and shirking behavior of worker-members. Compared to traditional worker cooperatives, the work that is executed in worker-owned gig platforms is mostly an individual effort instead of a collective one. Nonetheless, all kinds of employee benefits and social rights provided to members could be viewed as a club good. Proper incentives for work effort and monitoring of this effort, next to rules and possible punishments for freeriding are therefore probably still required. Exactly what and how rules are used by the large worker-owned gig platform is studied through document analysis on its history of bylaws, meeting minutes, and reports, complemented by ethnographic field research on location in its offices and online on their platform. Analysis is supported by Elinor Ostrom's approach of institutional grammar.

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November 1, 2018 - October 31, 2022
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SCOOP

Project 9.7 *Connecting Organizational Stakeholders:*
Corporate Values and Business Practices

- **Aim of the project**

This project will examine how organizations can be stimulated to engage with programs of corporate social responsibility (CSR) and invest in sustainable cooperation with the communities in which they are embedded. It will establish whether the common tendency in discussions about CSR to appeal to abstract formulations of moral principles and values has backlash effects. And if so, might it be more effective to target concrete practices to connect different stakeholders and -eventually- their core value domains to achieve sustainable cooperation?

- **Theoretical background**

Despite the many discussions about corporate social responsibility (CSR) and the many organizational activities that supposedly express CSR, many organizations still are criticized for failing to genuinely take into account the interests of important stakeholders, such as customers, employees, local communities, and future generations. In those organizations, management, but also individual employees, are accused of being immoral or at least as lacking important values and are said to overemphasize profit motives. Appeals to change the policy of such firms are therefore often couched in moral terms that do not refer to economic consequences. From this perspective, legislation, external supervision, and public outrage communicated in the media, are all seen as valid attempts to question the values endorsed by these organizations and the people working there and to stimulate the organization in question to engage with CSR. The implicit assumption is that appeals to the values of CSR will prompt organizations to change their standard business practices.

The general tendency to motivate people to change their day-to-day behaviors by trying to modify their global attitudes and dispositions may be widespread but is not backed up by empirical research. Force of habit, social norms, and practical obstacles are only a few factors standing in the way of translating abstract principles into concrete behaviors. Further, we know from empirical research that criticizing people for the moral values they endorse is extremely threatening and tends to raise defensive responses instead of instigating change.

This project will examine whether a more fruitful approach might be to target the behavioral change that is desired at a very concrete level, and then assess whether over time this raises processes of positive self-perception (I am a good person) and self-efficacy (I can do this) that makes the actors in question more willing to reconsider how their behavior relates to their relevant values. We will compare the effectiveness of top-down (moving from abstractly formulated values to their realization in concrete

practices) vs. bottom-up (from concrete practices to values) change attempts, and assess the impact of individual and organizational self-views and efficacy ratings.

- **Research design**

Organizational statements about values and the importance of CSR (in written text specifying important values, on websites, in mission statements and annual reports) will be compared with the concrete practices (in onboarding programs, HR performance evaluation and promotion criteria, mentoring and leadership programs). We examine how different (internal and external) stakeholders perceive these practices as communicating the values the organization subscribes to. For the normative discussion about CSR, the results of the empirical analysis will be used to compare the relevance of virtue-ethical approaches, in which dispositions and habituation play an import role, with more top-down deontological or consequentialist approaches. We will also collect interview/survey data among different groups of employees (top management, senior employees, incoming hires) in organizations, and conduct experimental simulations of behavioral change trajectories using psychophysiological measures of employees and managers to indicate negative threat vs positive challenge, as a result of addressing abstract values vs concrete behaviors. We will compare whether the same mechanisms occur for positive (moral elevation) vs. negative (slippery slope) behavioral change.

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WORK PACKAGE 4: Theory Synthesis
[11 Projects]

- **RELEVANCE**

Cooperation is determined by behavioral mechanisms and by institutions, and its sustainability depends on which ideals and values it realizes. The behavioral mechanisms refer to the various ways in which social goals are formed or subscribed to, the formation of shared identities, and the development and sustenance of networks. Of course, these mechanisms are not independent from each other. Different factors may determine whether a balance can be found between one's personal interests and different social goals, and these factors include the existence of shared social identities as well as of the nature and quality of the social networks of which we form part.

Institutions can sustain co-operation or undermine it. Three important sources of institutional failures are: path dependencies, institutional incompatibilities, and unintended policy side effects. Path dependencies concern situations in which decisions one has taken in the past restrain current ones. A notable example of institutional incompatibilities is when informal conventions and norms are at odds with deliberately designed formal institutions, policies, and interventions. Policies may also fail because of unintended side effects.

To say that cooperation is sustainable is to make a value judgment: cooperation is only sustainable if it contributes to the realization of certain ideals and values. SCOOP focuses on three values in particular: justice, responsibility, and diversity. Justice refers to the principles that should be satisfied in a fair system of social cooperation between free and equal citizens. The assignment of responsibility is a value in itself but also functions as a feedback mechanism for ensuring the stability of cooperation: when cooperation fails or when it has undesired side effects agents are held responsible and sanctions are imposed. Finally, diversity within a group or community affects the quality of the cooperation and its resulting outcomes.

• CHALLENGES

WP4 further develops the theory and methods of the SCOOP-approach. The main focus is on advancing our insights on the interplay between sustainability threats, sustainable cooperation, and the three key elements of the SCOOP Approach: behavioral mechanisms, institutions, and ideals and values. Each of the three theoretical challenges of this WP is again devoted to one of the sustainability threats. Challenge 10 examines the dynamic interplay between external shocks, cooperation networks and institutional change. Both institutions and networks are known to have a strong impact on cooperation, and both are subject to change.

Understanding how they co-evolve in response to external disruptions therefore is essential for modeling societal resilience. Challenge 11 turns to spillover problems as they may result from multiple social identities and group memberships. Understanding under which conditions identity flexibility can counter the deeply ingrained psychological processes of implicit in- group/out-group categorization is one of the major theoretical challenges for the social psychology of cooperation. Finally, Challenge 12 studies feedback cycles arising from the interplay between the (mis)allocation of responsibility and cooperation failure. Responsibility problems are particularly virulent in all situations of joint production. Here, the challenge is to devise forms of shared responsibility that still allow for some degree of individual accountability.

■ **CHALLENGE 10: NETWORK CO-EVOLUTION AND SUSTAINABLE COOPERATION**

Changes in external conditions can severely impact the quality, scope, and sustainability of cooperative relations. Some changes are caused by disasters in the broader technological (e.g. the Fukushima meltdown), natural (e.g. earthquake), political (e.g. 9/11), or economic (e.g. financial crises) environment. Other exogenous "shocks" may be situated in the more immediate institutional environment of the involved parties and be smaller in scope (e.g. changes in rules, authority lines, or the composition of one's team).

■ **CHALLENGE 11: IDENTITY FLEXIBILITY AND SUSTAINABLE COOPERATION**

Shared identities that secure cooperation are typically defined by categorizing others into 'ingroup' and 'out-group' members. Such categorizations also determine whether people have positive or negative expectations of others, for instance concerning the likelihood that they can be trusted to reciprocate cooperative efforts. However, the same individual that is considered an in-group member in the work context can be seen as an out-group member in a community context. Thus, when examining cooperation in multiple domains, it becomes clear that social categorization and identification processes can cause negative spillover effects that reduce the possibility of achieving cooperation sustainability across different life domains.

■ **CHALLENGE 12: SHARED RESPONSIBILITY AND SUSTAINABLE COOPERATION**

The assignment of responsibility is an important feedback mechanism for ensuring the stability of cooperation: when cooperation fails or when it has undesired side effects, agents are held responsible and sanctions are imposed. Questions arise as how to deal with failures of these mechanisms. One important failure is the problem of how to allocate responsibility. This is particularly difficult in so-called many hand problems, i.e., situations in which many members of group or organizations made some small but non-trivial causal contribution to an outcome.

Challenge 10

Network Co-evolution

WP4 | **Project 10.3** | *The Link between Cooperation and Social Networks: Exclusion or Stimulation of Defectors?*

- **Aim of the project**

The main research question is: How do selection, influence, and social value orientation jointly relate to cooperation in (students') social networks over time?

- **Theoretical background**

Understanding how cooperation can spread is of importance for thriving societies, theory, and policy. Scholars identified several key features affecting cooperation. We highlight two fundamental ways that link networks to cooperation: mutual selection of cooperative actors, and influence from cooperators on defectors. The presence of ties can be a channel for enforcing cooperation (influence) through, e.g., learning, imitation, and sanctioning, but the possibility to endogenously create and sever ties can be an enforcement mechanism as well (selection). As selection changes the network, thus affecting the scope for influence processes, we need a dynamic approach to account for both mechanisms simultaneously that hitherto has not been addressed. Most work in that regard has been done with static network; however, social networks are not static but dynamic in nature. Yet, whether and how social networks affect cooperative behavior and vice versa depends on personality characteristics, most prominently social value orientation (SVO). Broadly, SVO distinguishes prosocial, individualistic and competitive types. Prosocial actors assign more value to collectively beneficial outcomes and therefore are more likely to cooperate than individualistic types. We study how configurations of social relations, cooperative behavior and individuals' SVOs co-evolve from one point of time to another. The scope of this project is twofold: accounting for factors 'outside' (selection and influence) and 'inside' of the individual (SVO). This project moves beyond existing research in the field of cooperation in two ways: (1) it integrates selection and influence processes in a dynamic perspective, and (2) it tests how both processes are moderated by individuals' SVO.

- **Research design**

To answer the research questions, we propose to test influence, selection, SVO, and cooperation with a triangulation of methods to fill the knowledge gap in the literature: (1) a 4 wave longitudinal field study in the context of students which allows to study the co-evolution of social relations, perceived

cooperativeness, and SVO; (2) public good game experiments with influence and/or selection manipulations to isolate external factors and explicate cooperation behavior in the face of social dilemmas; and (3) agent-based modelling to study more complex conditions.

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Faculty Fund Behavioural and Social Sciences, University of Groningen

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WP4 **Project 10.4** *Gossip, Reputation and the Dynamics of Personal Relations in the Workplace*

- **Aim of the project**

This project aims at mapping the conditions under which the spread of reputational (i.e. third-party or second-hand) information through affects the dynamics of interpersonal relations in the workplace (who befriends whom, and who stays friends with whom over time).

- **Theoretical background**

Reputation constitutes a crucial factor in the formation and subsequent evolution of interpersonal relations. Reputations often spread through gossip during casual conversations. From the point of view of the person who receives the information, what is known about others helps navigating social environments – even if the information is based on someone else's prior experience. Lab experiments conducted showed that gossip indeed has an impact on the creation of relationships. For instance, positive reputation tends to encourage partner-selection, whilst negative reputation may trigger avoidance and ostracism. Other research showed that even when gossip receiver and target are already connected to each other, there is still room for reputation-based effects on their relationship: hearing gossip about one's contact may either lead to corrections of person perceptions or reinforce existing predispositions.

This project elucidates under which circumstances workplace gossip triggers the creation and sustains the maintenance of interpersonal relations in organizations, taking into consideration the multidimensional nature of reputation, organizational context conditions like workplace culture, and the co-evolution of gossip and social networks.

- **Research design**

A mixed methods research design is used, combining analyses of existing longitudinal sociometric three-way data with newly designed lab experiments.

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Disciplines
Sociology
Period
September 15, 2017 - August 14, 2021
Funding
University of Groningen / "La Caixa" Foundation

Challenge 11 — Identity Flexibility

WP4 | **Project 11.1** | *Identities and Networks: Partners in Sustainable Cooperation*

- **Aim of the project**

A key threat to sustainable cooperation is created by boundaries between groups that lead to potential intergroup competition and conflict. The project aims to identify under which conditions network relations (e.g. friendships) cutting across group boundaries reinforce or hinder the emergence of inclusive group identities, how group identities help or hinder the formation of such network relations, and how these both foster sustainable cooperation.

- **Theoretical background**

Social relations (e.g. friendships) that cut across the boundaries between groups can potentially soften the effect of category boundaries, but network dynamics have also been found to be a source of emergent segmentation of networks across category lines, due to the tendency of ethnic homophily in friendship formation occurring in many contexts. For example, research by Dixon and colleagues in post-Apartheid South Africa shows that interactions and network relations continue along largely "racial" spatial lines. Group identities are not only the basis of boundaries that cause conflict and competition but, more positively, they can define possibilities for inclusion and reciprocity across boundaries. In short, both identities and networks can impede as well as enable cooperation. Negative spillover effects and vicious cycles are both relevant threats that have their positive and virtuous counterparts.

One key to sustainable cooperation therefore involves shifting the relation between identities and networks so that they mutually enable rather than hinder each other, but in a more inclusive mode. However, the relationship between social identities and social networks remains largely unexplored, despite first studies addressing this link. Research suggests group identities are not just determined top down by category labels but they can also emerge from networks bottom up (deductive vs. inductive routes to group formation), and as the examples cited show group identities also influence network relations. The central aim of this project is to investigate how network dynamics and identity processes can influence each other and interact to aid cooperation and render it sustainable. In particular, we will study the conditions under which a virtuous cycle of increasingly inclusive group identities

and increasingly integrated network structure can arise in a diverse setting, like in a school class or work group.

Specifically this project aims to examine 1) how network relations can soften existing group boundaries,

2) how networks create new group identities characterized by flexible and permeable group boundaries, 3) how identities can strengthen cooperative network connections, 4) how multiple, cross-cutting and overlapping group memberships can strengthen cross-group network connections and foster more inclusive identities, 5) the critical role of members at group boundaries and their network connections, and 6) how such processes develop over time to strengthen rather than undermine cooperation.

- **Research design**

This research will involve both experimental lab studies, and field studies using existing data sets as well as new field data to be collected within the SCOOP framework (using groups in the community or in organizations). Lab studies will investigate inter alia whether network relations can temper impediments to cooperation and help to create common in-group and more inclusive identities (e.g., status and distinctiveness threat, in-group projection). Existing field data that can be used in this project stem from several

large-scale longitudinal survey studies measuring complete networks as well as indicators of ethnic group identification in classroom settings (TASS, CILS4EU). We also have access to large organizations addressing issues of diversity in the workplace (e.g., Nationale Integratie Fonds) that provide contexts for the fieldwork. Statistical methods suitable for modelling interdependent change of network and actor characteristics will be used (e.g. stochastic actor based models).

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WP4 **Project 11.2** | *Group Norms, Intrinsic Motivation and Sustainable Energy Consumption*

- **Aim of the project**

To examine whether more sustainable and cooperative patterns of energy consumption can be driven by group concerns that are internally and/or intrinsically motivated transcending the need to impose (socially and economically) costly forms of incentives or surveillance.

- **Theoretical background**

Wasteful energy consumption can be beneficial for individual consumers, but threaten environmental sustainability. Promoting sustainable energy use is a key challenge in current societies. Often external systems of incentive or sanction are implemented to ensure that people adopt consumption patterns that serve the collective good in the longer term. However, these often require costly surveillance and sanction systems to ensure prosocial behavior. A solution resides in developing personal norms that are intrinsically motivated (Deci & Ryan, 1985) and do not require external regulation. However, one problem is how to bring about this change in intrinsic motivation and behavior, especially as the personal interests and habits that feed into the social dilemma are unlikely to change spontaneously. One obvious bridge to the collective level is the group itself, but this is typically seen as external to self and thus beyond self-regulation. Self-categorization theory (Turner, 1991) is relevant here because it proposes that group identity can form a part of self, for whom adopting group norms reflects an internal process rather than one that is externally imposed. But key problems remain. First, group norms cannot be assumed to operate for the greater collective good. Being a member of a motorcycle club may go against environmental concerns, and nations may eschew international climate accords. Second, despite recent attempts to integrate intrinsic motivation with (pro) social identities (Thomas, Amiot & Lewis, 2017), questions arise about whether group motivated behavior is "intrinsic" in the sense of implicating a (universal) moral injunction, or rather simply internal (reflecting group importance; Milovanovic, 2018). This distinction is not clear in self-determination theory (Deci & Ryan, 1985).

Moreover, injunctive norms can even be experienced as imposed and "external" rather than emanating from within (Milovanovic, 2018). Thus moving to the group level is not a panacea that the resolves the social dilemma between individual and collective interests, and our analyses need to take into account a "thee cornered" contest between individual interests and motives, intrinsic motivation and group interests and motives (which may conflict with the intrinsic/moral dimension: spillover).

- **Research design**

This project will develop and test theory integrating intrinsic motivation with internal motivation associated with group membership, and combine laboratory experiments, field studies and philosophical analyses. The philosophical literature on intrinsic values will be used to give further content to the notion of intrinsic motivation. In lab studies we will study the conditions under which membership of certain groups promote sustainable energy behavior that is linked to individual costs (e.g., reduced comfort), creating a social dilemma. Level of identification with the group, identity content, group norms, group values, the extent to

In short, trying to escape externalised behavior regulation (incentives, surveillance, etc.) by moving to the group level raises new questions: namely 1) To what extent are group norms in the broader collective interest; 2) To what extent do such norms reflect internal rather than intrinsic internal motivations, that weaken or even cut across the moral dimensions guiding behavior, and 3) Under what conditions might group identities and norms become intrinsically as well as internally motivated.

which choices are voluntarily made, and the visibility of the behavior will be measured or manipulated. Field studies among members (vs. non-members) of local renewable energy initiatives will test effects of strategies to strengthen group identification and group norms of sustainable consumption (the key outcome). A further factor concerns the relation between group identification and autonomy: group identification can be either supportive of or detrimental to self-determination (autonomous decision-making is valuable in itself). Normative analysis will be used to shed light on the impact it has on the moral quality of the choices people make.

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Disciplines
Psychology, Philosophy
Period
September 1, 2018 - August 31, 2022
Funding
SCOOP

WP4   Project 11.3   *Identity Signaling and Sustainable Cooperation*

- **Aim of the project**

Cooperative behavior is an important topic as it is the very basis of human society. The key to success for societal institutions, however, lies not only in the establishment of cooperative relationships, but above all in sustaining them. The present project investigates a key mechanism that might facilitate the sustainability of cooperation: identity signaling. Identity signaling includes the display of identity cues like ones gender or skin color, but also symbols and behaviors that are chosen for their signaling power. These signals can change the perception and behavior of receivers in a way benefitting or impeding the signaler. Research using social dilemma games has shown that identity signaling can be an effective means to establish cooperation with in-group and out-group members. However, the interaction between imposed and chosen identity related signals, and its role in keeping cooperation sustainable constitutes a new perspective and the main focus of the present project.

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Period
September 1, 2013 - August 31, 2017
Funding
University of Groningen

WP4   Project 11.4 and 11.5   *Resilience at a Crossroads: An Interdisciplinary Approach to Coping with Social Devaluation (shared postdoc position)* *(COMPLETED)*

- **Aim of the project**

The goal of this project is to examine the processes through which disadvantaged groups develop *resilience* to cope with the social devaluation they face, such as prejudice and discrimination. The project will incorporate three different levels of analysis: the neuro-cognitive level, the individual level, and the community level, an approach we believe has important integrative potential. Resilience in the face of social disadvantage is an important predictor of psychological health, social functioning, and general well-being, and as such this topic has considerable societal importance. In Sociology, resilience has been studied as a feature of groups and social networks that enables them to cope

with resource challenges. Research in Social Psychology has identified group identities as a source of resilience, through the solidarity, efficacy, social support they provide. Finally, at the micro level, Experimental Psychology studies resilience in terms of an individual's ability to control the effects of stress on information processing and attention. In sum, though the concept of resilience has received substantial research attention, this research is currently fragmented and lacks systematic integration. The proposed project provides an interdisciplinary perspective across the different levels of analysis, and systematically studies the contribution of each to resilience amongst members of disadvantaged groups. We believe the combination of EEG methods with identity and network methods is a particular strength of this project.

- **Research design**

3 Behavioral studies, and 1 EEG study. The methodology of the studies will be primarily experimental, and proceed in two phases. In the first phase (1 year), we will examine the factors that distinguish those with greater resilience from those with lower resilience, focusing specifically on the *relationships between* contributing factors at macro and micro levels of analysis. Across different studies, we will focus on different societal groups that face disadvantage, such as ethnic groups, and those with non-heterosexual orientations. In the second phase (9 months) we will attempt to *encourage* resilience amongst those members of disadvantaged groups who would not normally show it, by manipulating the crucial aspects identified during the first phase.

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Disciplines
Psychology, Sociology
Period
March 1, 2018 - September 30, 2020
Funding
Innovation Fund, Faculty of Behavioural and Social Sciences, University of Groningen

- **Aim of the project**

Understanding the conditions under which residents can be successfully mobilized to partake in the energy transition by promoting sustainable cooperation in neighborhoods.

- **Theoretical background**

For the Netherlands to be able to reach their climate goals, as agreed upon in the Paris Climate Accord, Dutch residents have to transition away from the use of natural gas, which is key to realize "the energy transition". For a large part, this requires that individuals residing in existing buildings using natural gas agree to significant changes to their homes required for switching them over to a sustainable energy alternative. Existing policy approaches are based on the provision of information and financial incentives (e.g. subsidies) to encourage this transition. The present project explores a novel alternative approach that relies on social influence (Steg, 2016). This approach has its origins in sociology and network science (Granovetter 1973; Centola & Macy 2007) and involves the deliberate initiation and catalyzation of a social diffusion process: A policymaker helps to propagate pro-transition behavior through local social networks connecting residents. The idea is that a sufficient policy shock, combining financial incentives with social influence, can disrupt the existing vicious cycle in which the inertia among neighbors reinforces one's own inertia, by setting in motion a positive feedback loop of behavior. In this way, we aim at moving whole neighborhoods to a new equilibrium state based on more environmentally sustainable consumption patterns.

- **Research design**

This project integrates theoretical approaches with roots in psychology, sociology and network science that harness the power of social influence for energizing sustainable behavior. Empirically, the project combines observational studies of centrally organized renewable energy initiatives with laboratory and field experiments that systematically vary institutional conditions. In each case, of interest is the extent to which conditions convincing residents of apartment buildings or neighborhoods to jointly agree on an energy transition away from the use of gas. Field studies among citizens of municipalities promoting renewable energy transitions will test effects of institutions that strengthen group norms of sustainable consumption and network propagation of such norms. In lab studies, we examine the network and institutional conditions that can promote such groups norms and propagate related behaviors. Finally, in field experiments, we seek to jumpstart

cascades of transition behavior in residential blocks, schools, and religious organizations. This facilitates studying how top-down policy approaches can use existing social network structures to sustainably change individuals' behavior and facilitate sustainable cooperation such that all individuals in the social network contribute more to general environmental goals.

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Disciplines
Sociology, Psychology
Period
November 1, 2018 - October 31, 2022
Funding
SCOOP

Challenge 12

Shared Responsibility

WP4 *Project 12.1*   ***Decision Making and Responsibility Allocation***

- **Aim of the project**

This project will investigate the relation between decision-making in groups and the attribution of responsibility to members of the group. The aim is to determine how collective decision-making and responsibility allocation can be aligned, to come to terms with the role of computer systems in teams, and to foster better understanding and perception of responsibility among the agents.

- **Theoretical background**

When it comes to making collective decisions, an important component of a group's functioning is in the information exchange that obtains between the group members. The formation of a shared opinion, or at least of an opinion that all group members are willing to subscribe to, is often required for successful collective decision-making. The recognition of a commonly shared belief by group members is also a first step in sharing a responsibility for the actions that were taken on the basis of the beliefs subscribed to, certainly if these actions are themselves epistemic in nature, e.g., when scientists collectively pronounce on a matter of general interest.

Also when the group's actions cannot be seen as based on a shared belief, the exchange of information within the group is a crucial factor. The specifics of the exchange might prevent information to arrive at the relevant agents, and this may lead to a dramatic reduction in the quality of group decisions, with all its associated problems of responsibility allocation and blame, as in "how could I have known?", "you should have told me", and so on. Accordingly, to allocate responsibility it is important to get clear on the organization of the information exchange within a group. And when we hope to improve the sense of responsibility within a group, much can be gained by organizing the information exchange appropriately.

- **Research design**

First and foremost, the project involves studying the systematic dependency between the communication structure within a group, e.g., its network properties, and failures of information exchange, e.g., cases of polarization, shared information bias, and the like. This part of the research is carried out by means of philosophical, mathematical, and computational methods, drawing

on network analysis in sociology, recent advances in philosophy of science that are concerned with how scientific communities function, and methods from argumentation theory. Additionally, the research will bring in empirical insights from sociology and social psychology, both of which offer important constraints on how agents might interact and exchange information. The project is designed to be carried out in conjunction with project 6.4 on the value of diversity. Another crossover is with project 8.6 on interventions in social networks. Potential applications of the insights are ready to hand. The researchers can freely use the experimental and applied environment offered by DelphiCloud B.V., a company that specializes in improving information exchange within organizations. Another live domain of application is in the structured deliberations among judges.

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Disciplines
Philosophy, Sociology
Period
February 1, 2019 - January 31, 2023
Funding
SCOOP

WP4 **Project 12.2** *Degrees of Moral Responsibility*

- **Aim of the project**

An exploration of alternative forms of digital peer-to-peer value creation, bolstered by a critical discussion of the disruptive backlash following the rapid advance of commercial peer-to-peer platforms. Subsequently, a comprehensive assessment of different governance structures and corresponding assignments of responsibility that these alternative forms may choose to adopt.

- **Theoretical background**

Over the past decade, a rising number of major online 'peer-to-peer' platforms have succeeded in (radically) transforming the societal and economic dynamics within and across countries around the world. Epitomizing the third phase of internet history, these platforms' activities are governed by a vigorous brand of innovation that has "allowed the digital realm to expand into the physical one" (Stone 2012), thereby opening up a whole new realm of possibilities, not least for cultivating trailblazing business models.

In the course of their swift advancement within the arena of the world economy, digital peer-to-peer platforms such as Uber and Airbnb have outmoded the 'archaic' métier of their predecessors–

the digital bulletin boards that passively facilitate matches between supply and demand. In fact, these new generation of platforms have come to "structure behavior and remuneration of individuals" and, accordingly, obtained a "growing influence on the substance and organization of social transactions" (Frenken et al. 2017). It is this observation, in addition to the fact that these platforms' activities involve the orchestration of basic services like temporary housing or transportation that has led several commentators to characterize them as new institutional forms.

Ironically, however, it is the bypassing of institutions that forms a key business strategy of many peer-to-peer platforms. Their economic achievements are for a considerable part due to their "steamroller approach to laws and regulations" (Cagle 2014). On the whole, while western societies used to be governed by institutional bodies intent on social welfare maximization, nowadays people's livelihoods are increasingly being shaped by commercial entities primarily driven by private revenue maximization. As (negative) externalities and redistributive concerns are typically excluded from the latter's objective function, it is hardly surprising that this new socio-economic paradigm is marked by a host of problems and agitations. Without being exhaustive, topics of concern include: unfair competition, excessive nuisance, tax evasion, income deprivation, rising house prices, social and economic exclusion, hazardous situations due to lack of safety precautions, and pervasive labor market precarization.

Premised on the undesirability of this 'uberization of society', the pivotal question becomes whether, and if so, how we can turn the tide—and push back against the unsettling backlash of the peer-to-peer economy. The first attempts to do so have already exposed the challenging nature of this endeavor, the complexity of which stems from the absence of a reliable architecture of accountability as well as uncertainty about the allocation of (individual) responsibility within the context of the peer-to-peer economy. Notably, the online reputation mechanisms that serve as trust proxies offer no solace in this respect. The environment of hyper-accountability that these ubiquitous digital rating systems produce not only exacerbate the "perfect storm of bad incentives" (Slee 2016), captivating the peer-to-peer economy. The mirage of risk elimination simultaneously functions as an ethical smoke screen, covering up the underlying abuses and wrongs.

"[Platform] capitalism turns out to be amazingly ineffective in watching out for people," as Trebor Scholz (2017) observes. It was Georg Hegel who already famously proclaimed in his Elements of the Philosophy of Right that within a realm strictly governed by economic incentives—void of institutional market barriers— responsibility and charity are too volatile to structurally persist. All things considered, therefore, shifting our critical focus from platform capitalism toward alternative forms of peer-to-peer value creation seems to be a more viable strategy. This venture currently takes shape in the form of platform cooperatives, which Niels van Doorn (2017) describes

as "grassroots, community-based initiatives that mobilize platforms for more egalitarian and equitable modes of value creation and distribution". As democratic ownership and collective decision-making are core elements of these new initiatives, a clear account of responsibility as well as a fair and transparent mechanism for its assignment, will be essential ingredients of their success.

- **Research design**

This project will involve in-depth reviews of both qualitative and analytical literature from multiple disciplines for the purposes of a comprehensive inquiry into the functioning of the peer-to-peer economy in its present state. This will also include a historical overview and a taxonomy of peer-to-peer platforms, as well as a discussion of their socio-economic repercussions of the disruptions they effectuate. The ensuing analysis of online reputation mechanisms will also be informed by (philosophical) literature on the assignment/adoption of responsibility within a strictly (orthodox, neoliberal) economic realm. This methodological framework will then be applied to the assessment of alternative (i.e. cooperative) forms of peer-to-peer value creation—in terms of feasibility (i.e. the ability to foster steady cooperation among members); viability (hinging on scalability, public awareness and attractiveness); and credibility (i.e. the likelihood of living up to promises made).

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Disciplines
Philosophy, Sociology
Period
February 1, 2019 - January 31, 2023
Funding
SCOOP

WP4 **Project 12.3** *Methods of Justification and the Role of Moral Theory in Bioethics*

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Disciplines
Philosophy
Funding
Philosophy, University of Groningen

Project 12.PD (postdoc)

Addressing Intergroup Inequality by Invoking the Moral Responsibility of the Powerful: Co-Option and Sustainable Cooperation in Response to Collective Action

- **Aim of the project**

This project examines the conditions under which advantaged group members are most likely to accept change in response to social protest (collective action by disadvantaged groups to address their disadvantage). A key theme that concerns appealing to the agency and moral responsibility of the advantaged.

- **Theoretical background**

A central obstacle to sustainable cooperation is social inequality as highlighted in many recent social justice campaigns (occupy, me-too, time's up, black lives matter, etc.). Social inequality and injustice present a chronic threat to sustainable cooperation and other positive social indicators (Wilkinson & Pickett, 2009). Major theories of intergroup relations in social psychology and sociology address this social problem (e.g., realistic conflict theory, relative deprivation theory, social identity theory, resource mobilization theory). These theories predict intergroup conflict in response to social inequality, often manifested in collective action by disadvantaged groups. In the wake of the economic crash, Time Magazine named "the protestor" as the person of the year (2011). In sum, inequality produces many undesirable outcomes, but attempts to redress it are fraught with difficulty because this threatens the interests of the powerful. How such intergroup conflicts unfold over time is of crucial importance because there is as much scope for escalation, intransigence, and hardening of interests (negative feedback cycles) as there is for conciliation and cooperation. So how can such apparent conflict facilitate sustainable cooperation between groups in the longer run?

Given the conflicting interests, cooperation between parties might seem inherently unstable. We consider a factor that could render this sustainable: the case where the powerful group is co-opted as an active and willing partner in change. But if the high power group stands to lose (power, status, resources) why might they co-operate? One answer lies in their moral stake, as a party ostensibly responsible for the status quo and also having the power to change it. However, recent research within sociology suggest that action from the disadvantaged can lead to a backlash *against* the advantaged (McDonnell & Werner, 2016) and social psychological research suggests this can also result in a backlash *among* the advantaged, who react defensively to the threats to their moral image (Teixeira et al., 2018).

The temporal dimension is important here because invoking issue of morality around inequality may work in the short term, implicating the more constructive

group emotions of moral outrage and guilt, but may be less effective in the long term if these invoke the less constructive emotions of contempt and shame. However, taking a longer-term temporal perspective also provides hope for solutions. Intractable conflicts are generally only resolved when addressed bilaterally over time rather than resisted by the powerful (IRA, ETA, Apartheid, etc.), and where the disadvantaged group stands its ground, often using radical means. Power minorities can have influence, especially when they are consistent, persistent and provide scope for the inclusion of the powerful group (David & Turner, 1996; Moscovici, 1976). Rather than seeing social conflict, resulting in collective action, as one-offs, or as flashpoints they can be seen as indicators of an ongoing social relationship between parties and which can take a constructive course in the longer term.

In this vein, a range of moderating factors can be identified which could have the positive effects of including the advantaged groups as part of the solution ("co-option"), while allowing them to overcome the obstacle of conflicted interests and identity concerns. These include: 1) Highlighting advantaged groups' active role in the change process (e.g., through voice in campaigns and implementation of equality policies) (Leach, Snider & Iyer, 2002); 2) Framing change in a "safe way" by underlying its *benefits* for the disadvantaged and society in general instead of the potential *loss* for the advantaged (Lowery, Chow, Knowles, & Unzueta, 2012); 3) A focus on the present inequality and on advantaged

groups' *responsibility for change* in the future instead of their responsibility for creation of inequality in the past (Nadler & Shnabel, 2015). These conditions should 1) *decrease* the sense of *threat* to resources and/or identity among the advantaged and 2) *promote* a sense of *inclusion* in a larger group defined by its stance against inequality.

We hypothesize that cooperation will be predicted by such moderators that provide channel for advantaged group members to be part of the change process (through voice, moral responsibility, and an inclusive rhetoric). Whereas moderate collective action may also seem to serve this ameliorative role, it may be that radical action is necessary to signal the depth of the inequality and for it to be taken seriously (i.e. to convey anger but not contempt: De Vos et al., 2016). Thus in line with minority influence research whereby initial rejection of a radical position is overcome through persistence over time if the other "inclusive" moderators are in place.

In sum, we investigate factors that capture the conscience of the advantaged group for sustainable change, implicating them as key change agents (co-option). Central to this quest are attributions of responsibility, not only for the past but for the future. Paradoxically, although disadvantaged groups are typically disempowered and excluded, we propose that sustainable cooperation requires that the *powerful and advantaged interest groups are themselves included* as part of the solution rather than part of the problem.

- **Research design**

We propose a combination of lab and "modelled" field experiments, using repeated measures and longitudinal designs to capture the temporal dimension of the dynamic between the protesting disadvantaged groups and advantaged parties. In the basic paradigm, advantaged group members will be confronted with a protest/collective action (sometimes as part of an on-going campaign) that vary from moderate to more extreme in their actions/content. The main measures tap how the advantaged react to these campaigns and whether they are prepared to engage in allied action/solidarity/ support ("co-option") to addresses grievances. The degree to which the interests and social image/reputation of the advantaged group is threatened are predicted to be key mediators, together with the emotions associated with these (e.g., anger, moral outrage and guilt vs. contempt and shame) and the level of perceived inclusion of both groups in a superordinate category.

By using repeated measures and longitudinal designs we can assess how the intergroup relation develops over time, and whether the intergroup conflict escalates and hardens or leads to co-option and cooperation.

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Disciplines
Psychology, Sociology
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Funding
SCOOP

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